

PUBLIC RELATIONS

JOURNAL

JOURNAL SCIENCES



Public relations on wheels . . .

MARCH, 1964
Vol. 3—No. 3
15 CENTS

NEW FORCE IN PUBLIC RELATIONS
Public relations is no longer a mere afterthought. It is a vital part of the business plan. This issue features a special section on the new force in public relations.



cotton...Nature's miracle

Time was when a miracle was a miracle. Today? If some new gadget works at all, it's called a miracle. So that yesterday's miracle may become today's mistake. Lots of wonderful things were never called miracles. All naturals too. Like oil, a rose, rubber, and our own special favorite, cotton. Yet, while so many things are being *called* miracles, cotton goes on performing them.

CONSIDER THE WASHABILITY OF COTTON. That's a miracle everyone takes for granted. Easy dunking in a basin, a quick turn in the washing machine. Cotton comes out bright and sweet-smelling every time.

COLOR-FASTNESS ... a well-known virtue! A seven-year laboratory and practical performance study of a thousand garments *proves* that cotton tops other fabrics for all-round color-fastness.

WEAR. We have figures if you'd like them ... which show that cotton has the highest resistance of all textile fabrics in common use today.

HEAT. Run an electric iron over a piece of cotton and you *know* it's heat resistant. Simulate some cotton by boiling it, and you've proved your point again.

COOLNESS. Why cotton for summer clothes? It's fashion air-conditioning, that's why. Cotton's special absorptive capacity and its quick release of moisture through evaporation are two reasons why cotton is a *cooler* fabric.

PERSPIRATION RESISTANCE. Perspiration has to work overtime to fade cotton or reduce its strength. It's next to impossible to do it.

PERMEABILITY. No matter how tightly cotton is woven, it still allows your body to "breathe." Chemists call this important health factor "transpiration of water vapor."

These are the superiorities that make cotton nature's miracle.

NATIONAL COTTON COUNCIL, Memphis, Tenn.—New York, N. Y.

(Advertisement)

NOTED IN BRIEF...

• With new emphasis being placed on religion which is now being stressed more and more by President Eisenhower, and people everywhere reawakening to spiritual values, churches need to become increasingly public relations conscious to take advantage of the new opportunity. Stewart Harral aptly points out many of the PR techniques which can be used by religion.

• Big corporations have invaluable opportunities to educate people economically, scientifically, and technically through public relations media. General Motors has developed an outstanding program in this field.

• With the American public becoming more and more photographic conscious through picture magazines, many companies can use good sound advice on the long-range potential in this media, without straining the budget. Photography is expensive but it will pay exceptionally good dividends if used wisely.

• Fund raising trends in the last two decades have established corporations as major prospects in nearly every drive. An authority on this subject gives invaluable advice to corporations now being confronted with this problem.



Milton Fairman
Editor

G. Edward Pendray
Editorial Consultant

Robert L. Bliss, Managing and
Advertising Director

Natalie D. Ellinger, Editorial Executive

Woodrow G. Gatehouse, Business Manager

Janet J. Bauer, Circulation Manager

Editorial Office: 2 West 46 Street,
New York 36, Circle 6-0742

National Advertising Representatives:
J-V Associates, 274 Madison Avenue
New York 16, N. Y. (ORegon 9-0030)

Published monthly, copyright 1954 by the Public Relations Society of America, Inc., at 2 West 46th Street, New York 36, N. Y. Frederick Bowes, Jr., President; Robert L. Bliss, Executive Vice President; George M. Crowson, Vice President; William A. Durbin, Treasurer; James H. Cobb, Secretary. Of the amount paid as dues by members of the Society \$7.50 is for a year's subscription for the *Public Relations Journal*. Reentered as second class matter September 29, 1953, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates \$7.50 a year; foreign \$8.50. Single copy 75 cents.

March, 1954

PR JOURNAL

2 West 46th Street • New York 36, New York • Circle 6-9742

VOL. X, No. 3

MARCH, 1954

ARTICLES

Public relations: a new force in church life Stewart Harral 3

In an era in which social change is taking place with amazing rapidity, and in which many traditional institutions and ideas are being debunked, the role of public opinion has become increasingly important in the affairs of men. Mr. Harral points out that it should be quite apparent to all those engaged in church leadership that no such enterprise as the church can long be successful without the understanding and support of the people.

Public relations . . . on wheels! Robert S. Johanson 5

Combining science and showmanship, imagination and idealism, the General Motors Parade of Progress is designed to promote better understanding of all American industry—its accomplishments and significance to people everywhere.

How they did it— F. E. Hollander 8

How the Netherlands planned its Civil Defense campaign to convince 10,000,000 people of the necessity of a Civil Defense organization.

Get the most from your photographic budget . . . Rotkin and Eagle 9

Down to earth counsel for photographic coverage that will pay dividends over a long period of time.

How should corporations give to philanthropic causes? Walter W. Reed 11

Good advice as to how corporations should react to the increasing demand for contributions and the public relations implications as corporate management lives up to its new stature in philanthropy.

Technical papers competition W. H. Collins 12

An unusual idea that has produced good public relations for one firm in heavy industry.

COVER PHOTO

Throngs of youngsters are usually on hand to greet the General Motors Parade of Progress and watch it get ready for daily showings.

Duane Jones et al

THE HUB-BUB over the Duane Jones case has died down. Madison Avenue has returned to its normal hypertension. It is possible now to view with proper dispassion the case of the departing account executives, Jones' \$300,000 judgment against them, and the possible implications of this case for the PR business.

It is conceivable that a group of executives might be dissatisfied with a PR consulting firm, establish their own house, and take some of the clients with them. In such situations, we assume, there is always a problem of morality, which each must solve according to the dictates of his conscience. To this, something new has been added—the decision of New York's highest court stands as a precedent which might well affect PR people, as well as those in other types of professional partnerships or relationships.

The excitement has died down, but the Jones case will long interest both amateur moralists and guardhouse lawyers. From our reading of the court's decision, we have a suggestion for restless PR practitioners; after deciding the moral issue, be sure to consult a good lawyer before enticing old clients into a new house.

The Two-Way Street

THIS MONTH's "well done" goes to John F. Cronin, City Editor of the *Cincinnati Enquirer* for an unusual staff meeting. It should be shared by the four public relations men who accepted Mr. Cronin's invitation to a two-way discussion of newspapers and public relations.

It's news, we believe, when a newspaper audience asks public relations men what their business is, instead of telling them. And the two-way street is a better avenue toward progress than the usual and somewhat masochistic practice of inviting a newspaper man in to beat a PR audience over the head with criticism of lapses for which no competent PR man is responsible.

From accounts of Mr. Cronin's meeting we gather the PR people had some suggestions for the improvement of newspapers. We think this was good too, and knowing a few of the PR participants, suspect the newspapermen share our belief. We hope that the meeting is repeated in other cities—many

good PR men were once good newspapermen, and we think both crafts would benefit from a frank exchange of ideas.

The Scientific Approach

MEN OF SCIENCE once had us hypnotized. We were convinced that, starting from an established premise, they could be counted upon to follow logical steps to conclusions 100 per cent sound. The spell was broken when we read an article in *Science* proposing an institute to improve the PR of science. We encountered this amazing quotation: "(the institute) should employ the tools of modern public relations without succumbing to its methods or aims." Ignoring the implied slur from the ivory towers, we translate thusly: "Let's get to work without knowing what we're doing or where we're going." Science won't get much understanding unless it adopts a more scientific approach to PR.

Spread of PR

IT WAS near-zero weather in Newton, Mass. Stalled by the roadside was the car of a timorous lady, who had long been terrified by young speeders in their hot rods. A tire chain had snapped and was wound tightly about the axle. A leather-jacketed young man came to the lady's assistance. He quickly righted the chain, refused payment for his help, presented the surprised lady with this card: "You have just been assisted by the Nomads of Newton, a hot rod club devoted to better understanding between the rodder and the public." Bravo!

PR Indoctrination

BRANCH OFFICERS of the multi-branched Bank of America are encouraged to contribute their PR ideas to a monthly *Public Relations Exchange*, mimeographed publication from the office of Vice President Louis B. Lundborg. Used as a source of material for branch staff meetings, the *Exchange* covers such varied topics as telephone manner, letter-writing, complaint-handling, participation in Business-Education days, etc. Supplementing the *Exchange* is an annual review of all PR activities carried on through the branches.



Public relations: a new force in church life

By Stewart Harral

Director of Public Relations Studies
University of Oklahoma

PASTOR K's church program was the type other ministers dream about. He had no wealthy members in his congregation, yet his church was in a strong financial condition. There was never a squeak from his administrative machinery. Rarely did he preach to many empty pews. His program ran like clockwork. Here was a "working church." His success and attainments were frequently dismissed with one word—"luck." Then one

day at a gathering of ministers he was asked the secret of his success, and he replied, "There isn't any secret to it. I'm just public relations conscious, that's all."

That settled one important question but it left another unanswered. What is public relations? The question popped up at church conventions, pastors' institutes, workshops, seminars—everywhere that leaders in religion met. Many and

varied were the answers: Public relations is just another name for high-powered publicity and advertising. It is the promotion of sensational activities to attract public attention. Others said it was the art of persuasion stepped up on a gigantic scale. What is your definition?

Here is mine: Public relations is a social science which seeks to bring about a harmony of understanding between any group and the public it serves and upon whose good will it depends.

Public relations does not, of course, solve all of the problems which arise in religious activities. Nor does it magically insure the minister the interest and goodwill of his many publics. But rightly used and intelligently directed, public relations can aid immeasurably in gaining public acceptance and support—support by which the churches live.

Public relations involves more than telling people certain facts about churches. Rightly used, this new science (1) informs ministers and other workers what the public thinks of religion; (2) helps church leaders determine what they must do to gain the support and goodwill of others; (3) plans ways and means of getting that support; (4) shows the changes in the climate of public opinion; and (5) carries on activities designed to win and hold cooperation and support. In the process of doing these things, it encompasses a great many functions, concepts, and techniques.

What the public thinks of your church is the sum total of what it thinks of its individual parts. That is why better public relations for religion must stem from the work of individual churches and in the last analysis, from the work of individuals.

Chief obstacles to PR

Public relations for churches is more than ten "easy-to-do" lessons. It includes certain unique factors . . . factors which must be considered by anyone engaged in religious activities. Some of the chief obstacles are:¹

1. The intangible nature of many religious activities.
2. The sacred nature of many activities, which demands a dignified approach.
3. The problem of showing the practical worth of some religious values.
4. The problem of interpreting a program that follows a more or less traditional pattern.

¹From Chapter, "Public Relations for Religious Groups," by Stewart Harral in *PUBLIC RELATIONS HANDBOOK*, edited by Philip Lesly, Prentice-Hall, Inc., New York, 1950.

5. The difficulty of knowing at which level to project ideas so they will appeal to persons of all ages.

In an era in which social change is taking place with amazing rapidity, and in which many traditional institutions and ideas are being debunked, the role of public opinion has become increasingly important in the affairs of men. It should be quite apparent to all those engaged in church leadership that no such enterprise as the church can long be successful without the understanding and support of the people.

What's happening to the average individual? Let's remember that he is bombarded from all sides by a multitude of forces. He cannot evade the persuasive appeals which rush in upon him from the streamlined channels of modern communication. Church leaders must remember that he is forced to choose among the innumerable institutions clamoring for his attention and support and that, if he is to put the church in its rightful place, the church must present its case strongly before the bar of public opinion.

Mr. Average Citizen does not easily grasp the intangible values of religion. He may understand the summer camp for young people, but he may have his doubts about any group's spending as much as twelve weeks studying the history of the prophets. To him, religion may be a list of "don'ts." Results of a city-wide relig-

ious census may catch his interest, but he is not likely to appreciate the intrinsic worth of such a project.

Mr. Average Citizen is at a disadvantage when he begins to think about religion. Why? For one thing ever since he was a small child he acquired his religious images and ideas in an atmosphere emotionally charged. His own hopes and inspirations are involved. In the words of Peter A. Bertoci, he suffers from "an emotional rigidity."

Because of the very nature of its functions, a church cannot hide itself from the public gaze. Its character is expressed not through the pastor alone but through all those who make up its membership. Adverse opinions concerning even the least-known members create reactions that will be felt to the very top. Everything about a church stands out—attitudes, needs, purposes, deficiencies, mistakes, achievements—each contributing to the collective opinion regarding it.

Gain in religion

Fifty-nine per cent of the American people are church members, it is revealed in the YEARBOOK OF AMERICAN CHURCHES. In 1952, church membership reached a new all-time high of 92,277,129—a gain over the previous year of 3,604,124, an unprecedented 4.1 per cent.

In the United States there were 54,229,963 Protestants (34.7 per cent of the population), 30,253,427 Catholics (19.3 per cent), 5,000,000 members of Jewish congregations and 2,353,783 Eastern Orthodox.

We have more teamwork in many of our public relations efforts than ever before. The 1952 "Religion in American Life Campaign," the non-sectarian advertising campaign sponsored by the Advertising Council of America, (a non-profit group) is noteworthy. This campaign emphasized the importance of religion in personal and community life and urged all Americans to attend and support the church or synagogue of their choice.

Religious leaders have always been under fire. So we cannot be too surprised when J. B. Matthews states that "the largest single group supporting the Communist apparatus in the United States today is composed of Protestant clergymen." He told a reporter for the Chicago Tribune that he receives an average of 100 letters a day from clergymen and church members commending him for his efforts and adding to his store of knowledge about the spread of communism among the clergy.

This incident has meaning for us. For one thing, it shows that there is considerable hatred for the churches and suspicion of their leaders. It also suggests that divisions in churches, caused by doctrinal, ecclesiastical and personal differences, are in some instances infected with so much bitterness that men and women calling themselves Christian are ready to go to any length including the addition of charges of treason to those of heresy, if they can by some means, bring harm to their opponents.

God in the business world

God is being invited to sit in on more meetings of business leaders. It might be surprising to know how many business conferences are opened with prayer. And it is heartening to realize that many businessmen arrive at their offices before regular hours for a period of prayer. As the leader of a huge corporation told me, "More and more of us have discovered the great joy which comes from living out our Christian faith in all areas of business."

Many individuals and groups are busy sowing suspicion of Protestant leadership. Those who promote discord and distrust, sincere and well meaning though they may be, gravely menace both "Americanism" and "Christianity," the two credos they profess to defend. Well informed pastors and laymen, regardless of their political orientation, will need no confessions, apologies or explanations for the prophetic nature of the Christian message. In the words of Ralph L. Roy, "They know that the church will be morally bankrupt the moment it ceases to serve as society's conscience."

The Master's way

If we are to pattern our techniques on those of the Master, we must bring the truth down where people can understand it. The Master talked about common things to His hearers—sowers going forth to sow, housekeepers looking for coins which had rolled under the table, and

(Continued on page 24)

If we are to pattern our techniques on those of the Master, we must bring the truth down where people can understand it . . . talk about common things . . . speak the language of the people.



Stewart Harral practices public relations on three fronts—as lecturer, author and consultant. Audiences in 36 states and Canada have heard him speak. He is the author of seven books and more than sixty magazine articles on public relations, publicity and allied topics.

Since 1952 he has served as director of public relations studies at the University of Oklahoma.

Public relations ... on wheels!

Combining science and showmanship, imagination and idealism, the General Motors Parade of Progress is designed to promote better understanding of all American industry—its accomplishments and significance to people everywhere.

By Robert S. Johanson

Public Relations Department
General Motors Corporation



GM President Harlow H. Curtice (right) wishes Parade Director John E. Ryan good luck as the big science exhibition starts nationwide tour.

YOU MAY ALREADY have seen the big red-and-silver Parade caravan rolling along the highways.

Perhaps you also have watched the Parade in action—at a show site in one of the communities it has visited this year. If so, you know that the Parade is aimed straight at “the grass roots.”

The approach: direct, personal—and dramatic.

The philosophy: Here's how it was recently summed up by GM's president, Harlow H. Curtice:

“We want to help folks see, specifically, how research, engineering, and American progress are solidly linked together.

“And we want, too, to inspire young people—the youngsters with eyes on the future, the inventors, the scientists, engineers, and leaders of tomorrow.

“In short, we hope to present, through this Parade of Progress, a picture of America on the move toward better lives for all of us.”

The Parade of Progress is thus a free, traveling exhibition. It is probably the largest show of its kind ever undertaken. It carries its own 1,250-seat Aerodome “big top” and will be on tour indefinitely.

Along with the Parade's basically inspirational theme, the project naturally is expected to influence people favorably toward General Motors as a leading company devoted to making “more and better things for more people.” Essentially, however, this is an industrial story.

The entire project, an investment of several million dollars, is directed by the GM Public Relations Staff, under Paul Garrett, vice president. He has amplified

the PR thinking behind the Parade's glitter and glamor in these words:

“The 55 young men now starting across the country (as the staff that operates the caravan) are to become *Ambassadors-at-Large* not only for General Motors but for our American way of achieving economic progress. These trained young men will bring a dramatic story of American industry to towns in all parts of the land.

“We want our audiences to understand how this progress has been achieved—in other words, the role played by science, by research, by engineering—backed up by an economic and political system that over the long run has given people freedom to think, create, and compete, and has rewarded those who make better products and help people live better.”

With that goal, the “caravan of science” will criss-cross the entire country,

and perhaps visit a few of our neighboring countries. It will stop for stands of from a few days to perhaps two weeks in hundreds of the nation's communities.

The new Parade began to roll in April, 1953. First came rehearsals in Lexington and Frankfort, Ky. Then came a world premiere in Dayton, Ohio, for press-radio-TV and civic leaders, followed by a highly successful public showing that attracted more than 92,000 people. Since then, the Parade has moved on to other cities in Ohio, Indiana, and Michigan. In the fall, the Parade headed south.

Charles F. Kettering, famous scientist, and former GM research chief, who sparked the idea for the original Parade of Progress, describes the Parade's travels thus:

“This is not a selling campaign. We are not trying to sell anything but our country to our citizens.”

The Parade of Progress cruises slowly through town on the way to the show site. The big red-and-white Futurliners attract much attention and usually have guest riders from the press.



The Parade has taken science and industry out of the laboratory and factory and put them on the stage. It explains and challenges—and its audience is people throughout the land.

It is public relations on wheels.

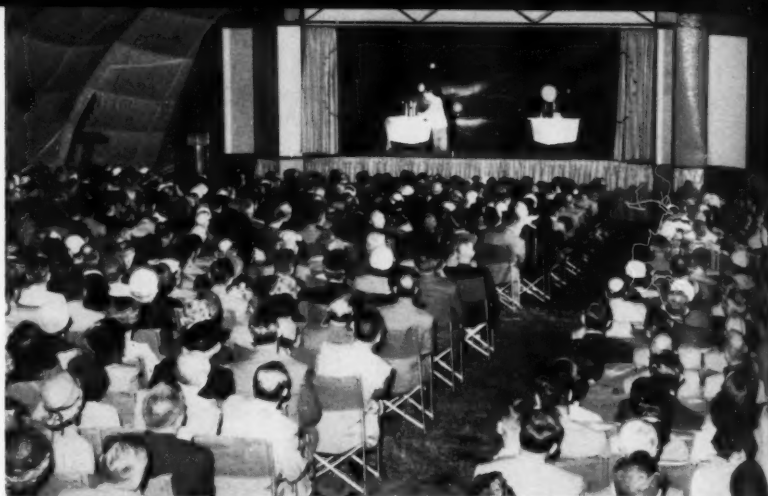
What are the public relations problems and techniques in such a project?

First, some background:

The original Parade took to the road in 1936 in Lakeland, Fla. It was far from today's streamlined version, but its purpose was identical. During the six years to December, 1941, the caravan played to audiences of more than 12 million people in 251 cities.

In 1940, the original show was expanded and improved. The Parade's first orthodox "big top"—jokingly labeled a "Queen of Sheba tent" by Kettering—was replaced with a unique show place—the Aerodome tent, designed by GM people. The Aerodome, now one of the features of the Parade, has an aluminum framework on the outside. From this frame hangs a silver-colored, fireproof, plastic-and-canvas skin. Thus there are no poles, no wires to block your view as you watch the stage presentation.

After Pearl Harbor the Parade went into storage. But last year, GM officials decided the time had come to put a new Parade on the highways. For in recent years great new developments in science and industry have stirred the popular



Preview night: Invited guests—leaders of the community—All the tent for a special preview showing the night before the Parade is scheduled to begin public performances. Before the show, top GM executives greet the guests and speak to them briefly on the purposes of the Parade.

imagination—television, radar, jet power.

Physically, the Parade has:

44 vehicles, including 12 Futurliners, or special exhibit vans. Each Futurliner is 33 feet long and has 16-foot sides that open to form exhibit areas or stages. In addition to the "liners," there are 14 trucks and 18 cars.

The Aerodome tent, in which a 40-minute stage show of science is presented six to eight times a day, seven days a week, while the Parade is in town.

A Theme Center, or combination entrance point and information area.

Open air show: Exhibits in the Parade's Futurliners are important parts of the caravan's entire show. This lecturer is explaining what atmospheric pressure means and how it can be put to work.



The men who operate the Parade are mostly college trained or with special technical knowledge acquired in industry and the armed services. These young men are at once lecturers, "roustabouts," and truck-drivers. They stage the shows, give the talks, set up the tent, and do all the work to keep the caravan on the move. They have been carefully selected, and are a part of the GM Public Relations Department.

As you can see, from a professional public relations viewpoint, the Parade has a number of interesting aspects:

First, there are the techniques of advancing the show, putting it on, and following it up.

Second, there are the usual problems of any such enterprise—except that this is an educational project with unusual public relations overtones.

Third, there is the public reaction. This is the key point.

To begin, let's see how the way is paved for the Parade.

Advance PR coverage

This job falls to the Parade's advance men, GM public relations regional managers, and a Parade committee of local GM people. The Parade has four advance men. Each works a city at a time. His chores: newspaper, radio-TV coverage, promotion via advertising and signs, lot selection, hotel reservations, routing, and so on.

Working closely with him in each town is the GM regional PR manager, of whom there are 11 in the country. The regional manager knows his area well. And he helps the advance man with the hundred-and-one physical and personnel arrangements that have to be made.



Robert S. Johanson, a member of GM's PR staff in Detroit, has been in newspaper and PR work since 1938. He was formerly associated with "The Wisconsin State Journal," Rochester "Times-Union," and the AP Buffalo and Albany bureaus. During World War II he was in Navy PR and air intelligence, on shore and aboard carriers. He also spent years in Eastman Kodak's PR department.

Each advance man has a 69-page manual, to guide him. It has sections, for example, on news, advertising, and what to do on each visit to town. These duties range from getting garage accommodations to providing for police escorts.

About two weeks before the caravan arrives, the advance man begins his intensive news and advertising program. To aid the advance man in his newswork, the public relations staff in Detroit prepared such material as a story kit, a picture file, and movies. These give the advance man information that he can use "as is" or fit to the locality.

The advance man constantly keeps the press, radio, and TV informed on Parade attendance, human interest and spot news stories. He gives Press Handbooks, 39 printed pages, to all staffers needing them. Using his picture file, the advance man also supplies editors with advance glossy prints or mats. He has movie material for service clubs and TV.

Advertising—for newspaper, radio, and television—is largely handled through an agency, but the advance man keeps in touch with all media.

In addition to his work with the press, the advance man enlists the cooperation of all GM dealers in the community. This has proved to be extremely helpful.

GM plants also have helped greatly. Most of the cities visited this year have had GM plants. Why this route? First, to give GM folks a chance to see the Parade early; second, to help develop public relations thinking throughout the GM family—including, of course, GM's dealers.

An example of how this works: the plants send out personal invitations to every GM employee's family to attend the Parade. And dealers have joined in many kinds of Parade promotion: display ads, direct mail, posters, signs, show room displays. In all, therefore, the Parade is boomed as vigorously as possible—as an educational but highly entertaining show for the whole family to see.

The show hits the town

Finally, the big day—the show hits town. The Futurliners, gleaming in the sun (the advance man prays), roll slowly along the streets as crowds watch this new kind of caravan wind its way to the show lot.

There, the work of setting up the Aerodome tent and preparing the exhibits in the Futurliners draws much attention—from youngsters and grownups alike.

Next comes the invitational "preview." This is held from 7-10 p.m. the day before the Parade opens to the public. Guests, from 1,500 to 3,000 in number usually, are the community's "thought leaders" and their families.

Guests are first welcomed by a General Motors representative who is the top local GM executive. Then the mayor or other high local official usually speaks briefly. In the main talk of the evening, a GM executive from Detroit speaks of the Parade and its purposes. Next, the stage show is presented.

Now, let's look at some other public relations aspects of the Parade of Progress. Naturally, the personnel of the caravan are instructed to act well in their role as PR ambassadors. They must be gentlemen personally and good PR men officially—in how they drive their bright red cars around town, in how they deal with hotel people, in all their relationships with Hometown.

But probably the most important public relations problem is how the show itself is presented.

self is presented.

Here the effort has been to keep the show on an institutional plane. Some exhibits, for example, deal with transportation in a broad sense—on the ground, in the air, at sea. Others concern progress in life on a farm. Still others take up various aspects of modern engineering.

GM people who have worked with the show for months point out, moreover, that "progress" is part of the Parade itself. Changes are made constantly. Acts are improved. Scripts are rewarded. Signs and labels are modified. New exhibits are added, others removed.

Always there is the challenge to make the show better.

Public reaction

Now the payoff question: What has the public reaction been?

In some cities, crowds have totaled more than the within-city-limits population—a tribute to the drawing power throughout the trading area. In fact, in the first three months of operations, attendance topped half a million people. The total rose to almost 1,115,000 after the Parade finished its stand at the Michigan State Fair in Detroit in the fall and is now approaching the two million mark.

Yes, crowds stand and listen intently to the young lecturers as they tell and show basic principles of physics and chemistry, under such titles as "Word of Science," and "Miracles of Heat and

(Continued on page 25)

Future scientists: One of the Parade's major aims is to spur a greater interest in science on the part of young people. GM hopes to inspire the inventors and scientists of tomorrow with presentations today. This group of Flint, Mich. boys watches an experiment with heat and cold.





Thousands of local CD authorities and instructors received their training in classes such as this in the Dutch Civil Defense School at Borneveld, one of the Netherlands' ancient townships.

How they did it— Civilian defense campaign in the Netherlands

By F. E. Hollander

Public Relations Counsel
The Hague, The Netherlands

THERE IS one public relations activity which is running its course simultaneously in several countries—in the U.S.A., Great Britain, Sweden, Denmark, India, and certainly also in other countries. Public relations experts have been or are still dealing with the problem: "How to make people Civil Defense minded and how to induce them to volunteer."

Scarcely two years ago I was asked to plan and to lead a campaign to convince 10,000,000 Netherlands of the necessity to build up a Civil Defense Organization now, and to induce about 225,000 of them, both men and women, to volunteer.

Beforehand, the Netherlands Government had decided that a Civil Defense Organization should be manned by volunteers and that information and recruiting should be done not by the Government itself but by a private foundation headed by prominent Netherlands, and with the aid of public relations experts.

Now there is hardly a city, a town, or a hamlet in the Netherlands which has not got the framework of its own Civil

Defense unit and it is difficult to find a single Netherlander who does not know either what Civil Defense is or what it stands for. The over-all strength of the organization is already 60 per cent of total manpower needed in wartime, and instruction and exercises are in full swing.

This gratifying result, expected by a few optimists and surprising to a great majority of pessimists was, I think, obtained thanks to the following circumstances:

1. Floods and war have taught the Netherlands people that an efficient, nationwide organization can do much to reduce the consequences of calamities.

2. The organization is loosely knit and leaves ample opportunity for private enterprise and private responsibility. Volunteers are insured against every possible disadvantageous consequence of their service in Civil Defense.

3. Straightforward and matter of fact information on a large scale about every aspect of Civil Defense aroused public interest and understanding.

4. The entire recruiting-campaign was built up around the nucleus of personal contact between recruiters and the public.

In January 1952 the Foundation for the Promotion of Civil Defense—an independent private body, authorized by the Government to take care of information and recruiting, and working with taxpayer's money—opened its offices in The Hague. At the same time I began my work as the Director of the Bureau of this Foundation.

Before giving a brief outline of this Bureau's subsequent activities, I must mention a not very common aspect of the Foundation's rights and duties. The actual building up and the command of the Civil Defense Organization is naturally in the hands of local, provincial and government authorities. However, the Government decided to give the Foundation the right to advise—if need be unsolicited—on the psychological acceptability of all Government Civil Defense measures. This arrangement proved to be extremely useful to both Government and Foundation, and resulted in a most friendly, efficient and fruitful cooperation.

The theme of the campaign and the media to be used were based upon a nation-wide opinion-survey. This survey indicated that, before recruiting could start, the public should be informed about the "why, how and when" of the Civil Defense Organization, and the part it plays in overall defense.

During six months the public was given this information by means of press, radio, film, public conferences and exhibitions. At the same time, promoters stimulated the setting up of local recruiting committees, which, as soon as recruiting started, had to do the job aided by the Foundation's advice and material, and by the Foundation's nationwide recruiting-campaign.

This partly decentralized recruiting-system enabled us to make the fullest use of the prestige of local "big-shots" and fitted in with the main theme of the recruiting-campaign: "protection of your home, your neighbors, your street, your town, your country, and your means of subsistence."

The campaign involved the following media: editorial support, advertisements (including sponsored advertising), radio,

(Continued on page 22)

struction
such as
Bernadette.

was
sonal
pub-

or the
inde-
y the
nation
tax-
The
n my
au of

f this
must
ect of
. The
nd of
matur-
al and
, the
founda-
be un-
accept-
efense
to be
nment
a most
opera-

and the
pon a
survey
could
formed
of the
ne part

s given
press.
nd ex-
motors
recruit-
as re-
aided
aterial.
ide re-

uiting-
fullest
-shots"
me of
tion of
street.
means
llowing
ements
radio.

Journal



A picture for Greater New York Fund. After trying for some time to get the children to laugh at stories, the photographer accidentally set off a flash which amused the audience far more than anything he had previously done. Using two flash guns, the photographer shot the picture with one flash as the other made the children laugh. The photo is a great favorite of teachers and has been widely used by various social agencies dealing with youngsters of this age group.

spot job basis. However, it often turns out to be the most expensive kind of photography you can buy. A few pictures here and there count up in a year's time. And without sound planning based on overall public relations and promotion needs, it is impossible to get the greatest return from your photographic budget. This applies to any photographic project, large or small.

Professional competence necessary

Choice of photographer is, of course, one of the most important decisions that must be made in planning any assignment. And the choice is not always an easy one to make.

It is a rare case, however, where the plant photographer or the local man has the experience to meet top-flight magazine and newspaper picture requirements. Generally speaking, it is necessary to use for this work a photographer who is completely familiar with this field.

Professional competence is an obvious requirement. But professional competence is much more than that a file of good pictures. Most photographers can produce a portfolio of good shots. The law of averages, if nothing else, takes care of that.

Imagination and editorial approach

One essential is a creative, imaginative approach to industrial photography. Effective work in this field demands a feeling for the people behind the machine, the people who use your products, the people who make up your plant communities. It all must be handled with feeling and enthusiasm.

Wide experience in many phases of industrial photography, in a variety of industries, helps create this ability. Versatility is a component of professional ability. While it is true that you seldom find the maximum skill in all fields in one man, today's industrial photographer is a versatile man. He knows how to photograph technical pictures, people, towns, products, processes, with a feeling for how corporations and business think and operate and how they wish to appear before various audiences.

Get the most from your photographic budget

By Charles Rotkin and Arnold Eagle

Photography for Industry

THE PUBLIC RELATIONS director of a medium-sized manufacturing company on Chicago's South Side leafed through a portfolio of pictures on the desk in front of him. We were talking over a photographic assignment covering a new process his plant had just installed.

I estimated the job would require four days and cost about \$1,000. His eyes popped.

"One thousand dollars! Why this file of pictures here only cost that much. And this represents an entire year's work. We fitted it in whenever we had some spare time."

I asked him how many of the pictures

he had been able to use either in company publications or outside.

"Well," he replied, "we use about a dozen in our annual report and we've had calls now and then for others. They've come in pretty handy."

It developed as we talked that there were relatively few usable pictures represented in the twelve months' work. The "handy" file had suddenly turned out to be a pretty expensive package when it was measured against return to the company in public relations or promotion value.

This hit-or-miss kind of coverage is not unusual. It is often handled by the plant photographer or a local man on a



This picture was taken as part of the coverage of the Texas and Oklahoma oil country. Pulling steam engines spelled the end of one railroading era and the beginning of dieselization. The picture has been used countless times in historical railroading and oil stories.

Another important requirement for public relations and promotion work is an editorial approach on the part of the photographer. A photographer who has had wide experience with magazine requirements, for instance, is better able to see your story through the eyes of the editor and project that treatment into his pictures. If you are aiming at a particular magazine—*Business Week*, *Newsweek*, *Nation's Business*, or any other—a photographer who has worked with those magazines is valuable and can help guide the photography in the right direction. If you are interested particularly in magazine use of your pictures, it is essential to hire a photographer who has done a great deal of magazine work.

Personality and point of view

The ability of the photographer to get along with all levels of people in the organization is a vital asset. If he can get the cooperation of management people, of supervisors and rank-and-file employees, your chances of getting worthwhile and effective shots are greatly enhanced.

A series of eight pictures was done for *The Lamp*, publication of the Standard Oil Company (New Jersey), to illustrate the eight most common driving errors that lead to accidents. Idea for handling of the assignment took a long time to generate. Execution required cooperation of state police and highway officials. Pictures were sent by wire service to 8,000 newspapers and pick-up was the widest of any article published in the magazine. One early request came from a Swiss professor of traffic engineering.

The ability of the photographer to approach his subject from varying subjective points of view is important to the success of the job. The photographer who thinks like a welder when he is taking the picture of a welding process will turn out a more effective picture.

Look for a fresh point of view in your photographer. Talk over your plans with him ahead of time. See what suggestions he offers. Weigh them against your purposes. If the suggestions are sound and imaginative, you'll probably get a good job.



Although a good photographer is a creative man, he is neither more nor less businesslike to deal with than, let's say, a copywriter or an industrial designer. And since businessmen like to deal with creative talent in a businesslike way, make sure your relations with the photographer will be handled in that way. Otherwise, the entire project can get off the track and result in considerable unpleasantness because an explicit understanding did not exist at the start as to how the job would be handled, how long it would take and how much it would cost.

Planning ahead

In connection with planning photography, thought should be given to planning a full day's work, instead of spot jobs. If your shooting is done on a package basis, you get the entire day's take of pictures. You have available a wide selection of pictures for different uses, including the possibility of a number of picture stories.

It is seldom feasible to attempt at one time complete photographic coverage of plant facilities, personnel, working conditions, plant communities, products and all the other important public relations and promotion areas. For that reason,

(Continued on page 21)

How should corporations give to philanthropic causes?

By Walter W. Reed

Public Relations Director
Cumerford, Inc., Kansas City, Missouri

WITH THE gradual decrease of personal fortunes and with favorable federal tax legislation since 1936, corporations have come to play a major role in the financial support of privately sponsored health, welfare and educational institutions in America. From \$30,000,000 in 1936, corporate contributions rose to an all-time high of \$266,000,000 in profitable 1945, and they have stayed above the \$200,000,000 mark ever since 1944.

Fund raising trends in the last two years have established corporations as major prospects in nearly every drive, and with this have come new problems—and opportunities—for every business executive.

How should corporations react to this increasing demand, and what are the public relations implications as corporate management lives up to its new stature in philanthropy?

Indications are that corporate support of Community Chests, independent colleges, hospital building programs and civic projects will continue high this year. For one thing, corporations can give away tax dollars at relatively little cost to themselves, even under a lessened tax burden on earnings.

A major obstacle to corporate giving, the objection of stockholders, has been minimized by favorable legislation in some 25 states and by last year's New Jersey court decision which endorsed corporate gifts to education as "not only a valid right, but a solemn duty."

Yet in the face of multiple appeals for donations, many business concerns are not applying sound public relations practices to their new role as corporate philanthropists.

Improper handling

Too often requests for gifts are handled on a personal-preference basis by the president or chief executive officer. According to F. Emerson Andrews of the Russell Sage Foundation, a survey of several hundred selected corporations showed that 98 per cent of the requests

go to the top executive, while only three per cent are handled by contributions committees.

Not even a third of those surveyed budget philanthropic contributions in advance. Mr. Andrews reports that 18 per cent gave all of their gifts to annually recurring drives, and 91 per cent gave at least half of their donations to such operating funds. He calls this practice "not so much giving as giving up."

Many corporations which carefully evaluate their purchasing and sales policies still make donations to the loudest and most persistent pleas rather than to the most worthy or to those of greatest benefit to the corporation's objectives.

On a national scale, corporate contributions to philanthropy are still far below the five per cent deductible under Internal Revenue laws. In 1951 corporate giving constituted only 1/20th of nation's total philanthropic effort.

Good examples

In spite of these shortcomings, however, the fine example set by some leading industrial concerns provides a valuable public relations lesson to others. Foundations as set up by the Bulova Watch Company, the Ford Motor Company, the H. J. Heinz Company, Lehigh Structural Steel Corporation, and Sears, Roebuck and Company—to name just a few—allow contributions which are in line with the company's best self-interest, based on an intelligent appraisal of the recipient's needs and policies.

Some small corporations reap greater benefits from their contributions by having executives serve on the board of agencies which they support. An outstanding example of such practices is the Hoerner Corporation of Keokuk, Iowa. Its president, R. N. Hoerner, takes an active hand in the affairs of Parsons College and Earlham College, both of which are beneficiaries of Hoerner Corporation financial support. Through a well-planned system of scholarship grants, Mr. Hoerner's firm first aided college-age

children of company employees, then expanded such grants to others in its plant area. Several graduates now are valuable additions to the Hoerner corporation staff.

Specific suggestions

Here are some specific ways in which intelligent corporation giving can become a valuable public relations asset:

1. Establish a definite policy, stating the objectives desired, the type of appeals to be considered, as well as the method of granting funds. (One ratio suggested by Dr. John D. Millett, executive director of the Commission in Financing Higher Education; 50 per cent to welfare agencies, 25 per cent to health agencies, 25 per cent to educational institutions.)

2. A qualified executive or a committee on contributions should review all applications, can even initiate grants to projects which have not made formal requests but are carrying on work which is of interest to the corporation.

3. Contributions should always serve the best interests of the corporation. They should return direct benefits, as through improved community hospital facilities where employees reside, or bring long-range returns, as in the support of independent educational institutions.

4. Company charitable foundations, where possible, allow the management to set aside immediately deductible funds for judicious giving over a period of time. This minimizes the hazards of hasty year-end donations made solely as last-minute tax savings. It also provides a giving reserve for ongoing programs in years when profits are low. (Consult company attorneys for legal details.)

5. Active participation by company executives in the management of organizations which receive funds. Thus the interests of the corporation can be pre-

(Continued on page 27)



Walter W. Reed, PR director and account executive of Cumerford, Inc., has devoted most of his business career to the field of counseling educational, welfare, and non-profit institutions on public relations, particularly in connection with fund raising programs. As

director of such programs he has dealt frequently with business and industry support of client organizations. He is a graduate of the University of Missouri and was PR director of Kemper Military School, Boonville, Mo., before joining the Cumerford PR and fund-raising firm.



F. J. Lloyd (left), chairman of Dravo's Junior Board of Directors, presenting awards to the top three winners in the 1952 Technical Papers Competition.

Technical papers competition—good PR for heavy industry

By W. H. Collins

Director of Advertising
Dravo Corporation, Pittsburgh

TOP MANAGEMENT at Dravo Corporation, Pittsburgh, believes it has found one answer to the constant problem of bringing technical, accounting, sales and all other personnel actively into its public relations program.

As do all firms, Dravo—which builds towboats, power plants, industrial heaters, river locks, dams and bridges and performs many other diverse jobs—wants customers and prospects to know what it is like.

To strengthen the attitude that "it's good to do business with Dravo," the company, fifteen years ago, inaugurated a "Technical Papers Competition" that has been growing ever since.

TPC is a contest which requires preparation of a paper or an article by a Dravo employee. It must be delivered before a recognized professional group or trade association, or it must be published in "Dravo Review" (the company's external quarterly publication) or in a business publication.

What TPC achieves for the company, aside from its regular publicity and advertising program, is put this way by one company official:

"TPC helps create an awareness that Dravo is doing things which are progressive, substantial and effective. It enables more industry people to know Dravo. It helps convince them that Dravo is a leader in a number of fields, that it uses modern techniques for the good of its customers. It creates an over-all impression with our customers, and those we would like to have as customers, that Dravo is a good company to do business with. It does the same with our employees, and college students we would like to have in our organization."

Employee interest stimulated

To stimulate the essential employee participation and interest, Dravo uses modern selling techniques in each year's announcement of the TPC contest. The 1953 competition was presented in the form of a plane ticket with an appropriate folder cover design. Simulating those used by airlines, it was headed "Your Ticket to Opportunity" and airslip letters spell out "TPC." Inside was written "Flight Number 15," indicating the consecutive year of competition. "Departure Time" was noted as "anytime in

1953," with the "destination" stating the total awards and breakdown of prizes. Another year's contest was aptly announced as a summons to the "Court of Public Relations."

Individual entrants are also shooting for worthwhile prizes. Last year, they totaled \$1200 for nine winners, with the first prize \$500. Other awards were \$300, \$100 and six \$50 prizes.

Aid for writers

To participate, entrants must write a paper or an article relating to some phase of Dravo activity. It must build prestige for Dravo. While the paper must be written substantially by the entrant, it is reviewed by the advertising and public relations prior to delivery or publication. If, as an example a technical engineer, not adept at writing, wants to submit a paper, he can discuss the entire plan with a member of the department headed by W. H. Collins, director of advertising and public relations. The entrant is assisted in organizing material and developing pictures or charts to illustrate his presentation. He is guided through Dravo's library of 30,000 pictures toward the selection of those appropriate.

A brochure, now being prepared, will contain many useful hints for prospective writers, including story ideas, where to look for research data, and fundamentals of preparing editorial copy.

Dravo technical experts sometimes write about production techniques. Several have written papers on unusual problems encountered, such as fabricating the gun mount on Uncle Sam's atomic cannon. Any subject is eligible, be it technical, sales training, distribution or safety.

Wide coverage

In 1950, seventeen of the twenty-eight entries were presented as talks. These papers and other entries were then printed a total of fifty-three times in business publications; one article was printed in nine different magazines. Twenty of the 1951 entries originated as talks; one talk was made before six organizations. The papers subsequently were printed in twenty-three business publications, and six appeared in the "Dravo Review."

Last year, twenty of the twenty-seven entries originated as talks, then appeared

(Continued on page 27)

Business in Washington?

By Edward K. Moss, Public Relations Counsel

"Washington representation is an exercise of the right of the citizen in a democracy to be heard and to expect his government to use its authority and powers in his behalf providing, of course, that any action on behalf of an individual does not contravene the general public interest."

(This concludes Mr. Moss' article on the position and functions of the PR practitioner in Washington.)

ACTIVITIES in the second category—providing information to Federal agencies—is usually undertaken with the objective of assisting officials to act in the light of the fullest possible information. Or, more specifically, to make known to them the desirable or undesirable consequences of their contemplated action as seen by those who will be affected.

In this category of Washington representation, the nature of the activity again provides the answer to the question of legitimacy and to the question of whether or not the public relations practitioner has a role to play.

As with most of us wherever we are, most information reaches official Washington officialdom through the press. Not just the daily press but through the trade, technical and professional press. Newspapers and magazines are carefully read. Because of its very nature Government is continuously on the lookout for evidence of public sentiment. News and editorial comment probably are still regarded as vox populi to a greater extent in Washington than anywhere else.

Although it is less recognized, the press also asserts an influence in Washington in a very special way because of the close and continuous contacts between Washington correspondents and key officials. This close contact usually results in a relationship far more intimate than in other communities between the working press and, say, the president of the community's largest industry. The Washington correspondent becomes thoroughly acquainted with a bureau and its special operations and this expertness is respected by all ranks of officials. The opportunities of the press to present their own personal views or reflect those of others is extraordinary. For the private organization anxious to inform Government through the press, a Washington press conference or conversations with individual members of the press corps are of real value even if never a word in print results.

For a long time, for example, it has been standard practice for at least one of the armed services to assign a senior officer to the sole duty of frequenting the National Press Club. Among his most constant companions there are the representatives of several large private organizations with similar duties. They are not there to court press friendship at the bar. Their prime mission is to pass along information which they know will in some way reach Federal officials without the appearance of partisanship.

The Congressman

What about presenting information through members of Congress? Are they not a channel through which to convey information to the executive branch as well as to the Congress itself? Indeed, they are. But also a channel much misused. It is far more difficult for the member of Congress to find time to listen to or plead the case of a constituent before an executive official than it is for the official directly concerned to find time to listen. And being human, the official does not appreciate the invoking of Congressional assistance before he is given an opportunity to act without such prodding. If it does become necessary to resort to Congressional assistance, it must be remembered that a member of Congress is responsible to the extent that this effort is also useful to him. Providing him with an issue of which he can make political capital requires more than a knowledge of the facts of the case.

Other methods of conveying information to Government include the use of advertisements in Washington papers and information "kits" or "presentations" directed to selected officials. The latter, accompanied by oral presentation in the course of a personal visit, is probably the most often used, and probably the most misused. If all the written and verbal presentations with which officials were bombarded in a single month were stacked on end they would very likely tower above the Washington Monument—and be about equally useful for the purpose.

The reason for this has a special relevancy to the question of who can best

represent an organization in Washington. Most written or oral arguments presented to Federal officials are couched in the first person singular and take into account circumstances of great importance to those making the presentation without much attempt to relate them to other circumstances of importance to the official concerned.

What moves an official with a responsibility far broader than the welfare of any one organization is a presentation that takes into consideration his own problems and those of others as well. The Washington representative who knows as much about the official's problem as he would like to have the official know of his is, unfortunately, a rarity.

Achieving understanding

In view of this, is there a role for the public relations practitioner in achieving an understanding in Washington of the viewpoint he represents? It seems to me that this is peculiarly his function over and above that of any others concerned. The major methods are clearly within his province. They involve to a large extent the press and the printed or typewritten word and, in all cases, a background of information broad enough to include an awareness of the social and political environment in which his organization exists. Such qualifications are not likely to be found among the sales, production, or financial executives of an organization, no matter how well versed they may be with the particular problem at hand from their own viewpoint. Such knowledge, almost by definition, is to be found in the experience of the public relations executive or counsel. The company's attorney or the company president may be the best choice to make a face-to-face presentation of his company's viewpoint before a Congressional committee or an executive agency. But even in this event a planning and preparatory role for the public relations practitioner is a necessity.

That this is not yet as widely recognized as it might be is, I believe, only because the public relations executive has not yet himself recognized the usefulness of his skills in this arena.

Is it unethical to present information to Government officials in the hope of influencing them? As long as free public advocacy of ideas or consideration is essential to our pattern of democracy, I think definitely not. It is difficult for members of congress or officials of the executive agencies to be intimately familiar out of their own knowledge, experience or research with all aspects of the many matters on which they must act. There are more than two million Government officials and Government employees. It would neither be possible nor desirable to shut off all or even part of this group from the interplay of persuasion which makes for democracy. Keeping official Washington informed, it must follow, is as legitimate a function as keeping any other group informed.

Seeking action

The third category of Washington activities is concerned with seeking action by the legislative or executive branches of Government. Here again it seems difficult to quarrel with the legitimacy of discussing a problem with an official whose decisions directly affect one's own interest. We have long recognized in this country that flexibility is necessary in the administration of any Government program. For this reason, among others, Congress does not try to spell out rigidly in legislation any detailed formula for administration and enforcement in all and any circumstances. Direct approach to a Federal agency it seems to me is no more than a facet of the individual's right to petition for special consideration in special circumstances.

But which official to approach and how? Is this a problem or knowing some one who can arrange an appointment with the head of an agency? Or with a sympathetic Congressman? No, in both cases. The official whose unit has jurisdiction over a certain matter is naturally not enthusiastic in greeting people who are referred to him because the boss was too busy to see them. Or who come through a Congressman because they believe that only political influence will gain them a fair hearing. Appeals to members of Congress or even to the head of a department have their place—but it is not the place to start.

Popular illusion to the contrary, it does not require occult knowledge to find the right official or the right time to visit him. If the Congressional Directory or the U. S. Government Manual doesn't make clear who it is, the public information

office of the agency knows and is always glad to be of assistance. The public information officials of the Federal agencies are especially useful allies because they are particularly sensitive to the fact that failure to handle a problem promptly may redound unfavorably to their agency's reputation.

If the matter is such that many groups and large numbers of individuals are affected and popular approval or support must be aroused and demonstrated, the public relations practitioner is clearly most qualified in pressing for Government action. But what of those instances, where, for example, rulings regarding application of regulations to specific circumstances are of interest virtually to only those directly involved?

PR man or attorney?

According to current folklore, one should turn to an attorney in these cases. The argument goes here also that these are matters involving legislation or administrative action or regulations which are, in effect, extensions of legislation. It would seem to follow that legal knowledge and skill is the essential ingredient in a direct appeal to the Congress or to the executive. Such an agreement, however, overlooks the fact that the law, or the administrative action derivative from it, is the instrument rather than the hand that wields it. Actually the governing factor for these situations is the view the official may take of the circumstances rather than the instrument he may use in acting on this view.

If the special plea is to be made to an attorney presiding at a formal hearing or to a court of law, I would certainly argue that the plea should be made by a lawyer. And I believe strongly that there should be closer cooperation and less competition between public relations practitioners and attorneys than presently exists in most matters anywhere. But in so many cases involving Washington agencies, the legal aspects are secondary in importance. The administrative judgment—or common sense—which the official must exercise within the latitude the law allows him is primary.

The presence of an attorney is likely to cause the non-lawyer official to feel that he must call in his own legal artillery. What might have been an informal discussion will quickly take on the character of judicial proceedings during which the form can easily obscure the circumstances. This may result in further employment of attorneys but it does not re-

sult, in my experience, in quicker or more favorable action.

Even when there may be a substantive point of law involved, presentation of a complex case requires more than a knowledge of the law or trade and industry practices or the financial or economic aspect or any other special considerations. When such is the case a combination of talents and knowledge is in order. And not the least is that of the specialist in producing a presentation, using visual and other aids that make for quick and easy comprehension.

Here again all concerned can take a lesson from the Federal agencies. When appearing before Congress in such bureaucratic life-and-death matters as requests for appropriations, the Federal agencies themselves rely to a great extent on the skills and services of their own public relations staffs in the preparation of their presentation.

The public relations man may or may not provide the controlling technical knowledge. He does, however, provide the essential ingredient that integrates the contribution of all others in terms vital to success. For this is an arena where public opinion prescribes the rules and renders the ultimate judgment.

Seeking cooperation

The fourth category of Washington activities is that of obtaining cooperation from Federal agencies or officials in achieving public understanding or support for an idea, an activity or an institution. Almost on the face of it, this is a public relations matter.

If the problem is one of enlisting the aid of an agency in publicizing an idea or an activity, it needs no argument to demonstrate that this is a matter for dealing directly between the public relations practitioner and the Federal public information official concerned.

For example, an organization wishes to make known the value or character of its work for, or with, Government as in the case of a defense contract. Or it may wish Government sponsorship or collaboration of ceremonies signaling the start of completion of the work. Or participation of officials in gatherings designed to illuminate subjects on which they are authorities, be it international trade, basing point pricing or National Education Week. As in planning or scheduling any other "special event" this is clearly work for the public relations professional.

Similarly, inserting of material into

the Congressional Record or other Federal publication, appearance of private individuals at Government press conferences, inclusion of private data in Federal reports all can be most easily handled between the private and Federal public relations men concerned.

Enlisting the interest of Washington commentators, columnists and correspondents in publicizing special points of view is also clearly within the purview of the public relations man. So is arranging for the use of such excellent speaking platforms as the many radio and television news and discussion shows that originate in Washington, meetings of the Overseas Correspondents Club, the National Press Club and of such groups as the U. S. Chamber of Commerce, the Association of Trade Association Executives, the National Conference of Business Paper Editors and the Society of Business Magazine Editors, and the hundreds of others with headquarters in the capital.

As to ethics, I think it is plain that in this final category of Washington activities, there are no special ethical considerations peculiar to the Washington scene or different from those that obtain elsewhere. What is regarded as ethical elsewhere is no less so in the District of Columbia.

Representation a right

In sum, examination of the various activities which are a part of Washington representation indicates nothing inherently evil or undemocratic in any of them. On the contrary, Washington representation is an exercise of the right of the citizen in a democracy to be heard and to expect his government to use its authority and powers in his behalf providing, of course, that any action on behalf of an individual does not contravene the general public interest.

To be sure, unethical or dishonest use of this right—misrepresentation, the use for private gain of political power based on public trust, or the purchase or sale of influence in government for private gain of whatever origin—is evil. To be sure, there have been widely publicized examples of such evils in recent years, such as the bribing of tax officials and the offering of rewards for obtaining government business. But the rigging of horse races and basketball games have also been uncovered and condemned without branding horse racing or basketball as evil. Unethical or dishonest activities by representatives of some organizations and some government officials should not—

and in fact, have not—been the basis for condemning the activity known as Washington representation any more than they have led to the condemning of government per se.

Is there a function to be performed by the public relations specialist in connection with Washington relations? Three of the four aspects of Washington representation fall directly and primarily within the scope of the public relations specialists' functions and his special qualifications for fathoming information and intelligence, providing information, seeking Government cooperation. In the fourth category—seeking action from Government—the special qualifications and talents of the public relations practitioner

for motivating opinion are useful in almost all cases and, in some cases, vital.

In other words, in three of the four categories the qualifications required are met most closely by the public relations man and two categories fall within his province almost exclusively. Even in the fourth category he possesses a valuable professional competence.

Hence, the conclusion: The public relations practitioner need not feel hesitant in offering his services in connection with Washington matters either from the standpoint of ethics or qualification. On the contrary, here is a field for public relations practice which is worthy of far more attention than it has been given to date. • •

Business and Education

Late last year the Chesapeake and Ohio Railway Company sponsored an Industry-College Conference on "The Mutuality of Education and Business." Seventy presidents—half from industry, half from education—sat down together in six small work groups to talk about problems of common interest and ways of meeting their respective needs. The conclusions reached as a result of this conference will be of interest to business and education leaders everywhere since this is a topic of growing interest today.

1. That better communication, by direct contact, is needed for each to understand the problems of the other.
2. That support for education by industry will be a natural consequence of further cooperative efforts in projects of mutual interest.
3. That additional similar conferences should be held on regional, state and local levels throughout the country.
4. That educators and industrialists should meet and work together whenever possible on a person to person basis.
5. That a national agency should be set up to act as a service bureau for future conferences, serve as an information clearing house, and function as a publicity organization.
6. That, while presidents of universities and presidents of business organizations may agree fully, college faculties, on the one hand, and directors and stockholders, on the other, must be convinced of the mutuality of interests of education and business, and be willing to help further it in word and deed.
7. That, while cooperation in technical research is well established, there is need to "build a better bridge" between industry and higher education in the social sciences, humanities, and liberal arts.
8. That more educational programs should be geared to industry's direct and immediate needs, and, at the same time, that industry should contribute more freely and fully to the general needs of educational institutions.
9. That in corporate giving, where there's a will, there's a way; that corporate aid should be considered not as a gift or grant but as a "factory expense," that is, as a cost of doing business.
10. That there should be wider use of scholarship programs, work-study plans, guidance services, in-service training, short courses, seminars and conferences, exchange of personnel (college professors working for industry, industrial personnel as temporary faculty members), research projects, and direct gifts to groups of colleges or to individual colleges.

BUILDING A SCIENCE OF HUMAN BEHAVIOR

One of man's most challenging intellectual frontiers is the scientific study of human behavior. How human beings interact with other human beings—if these matters can be studied, verified and brought into an orderly system of knowledge, they are of almost limitless importance in our tension-ridden, bomb-threatened world of today.

Such considerations were in the minds of Professor Samuel A. Stouffer and his colleagues when they opened the Laboratory of Social Relations at Harvard University in 1946. From the outset they have kept their attention centered on fundamental research. In this they have been helped by grants from Carnegie Corporation and other sources that have shared their sense of the importance of adding to basic knowledge.

The Laboratory of Social Relations was established as the research arm of the Department of Social Relations, which is the administrative unit at Harvard for all work done in sociology, social anthropology, clinical and social psychology. The Laboratory operates independently of the Department but maintains close liaison with it, through joint staff appointments.

Currently some fifty or more research projects are going forward at the Laboratory. They range from long-term, organized studies in the field to preliminary testing of tentative hypotheses or "hunches" by individual staff members. Collectively, they illustrate the extremely varied kinds of work—by many scientists at many universities and research centers—needed to build up a tested and comprehensive science of human behavior.

Members of the group at the Laboratory of Social Relations refuse to heed the cries of critics and skeptics who clamor for immediate, practical results. Paradoxically, the scientists sometimes confound their critics when their "pure" research turns up results of clear practicality and importance.

Take the studies in small group behavior now being conducted by Dr. R. F. Bales as an example. Bales has studied, noted and analyzed hundreds of small committee meetings. His findings may cause some of us to change pretty sharply

our notion of what constitutes the "good leader" in such a group.

Much of Bales' evidence seems to say that what a small, continuing committee needs is not one but two leaders. His findings indicate that the person who is judged by the group members to have the "best ideas" contributing to the group's decisions is not the "best liked."

If a person comes into a leadership position because he is popular or best liked, he tends to be confronted with a choice: (1) if he chooses to try to keep the leadership of the group, he tends to lose some of his popularity and to collect some dislikes; (2) if he chooses to keep his popularity, he tends to lose the task-leadership.

Bales finds that apparently few persons can hold both roles; instead the tendency is for these positions to be held by two different persons. Each is in reality a leader, and each is important to the stability of the group. The "task-leader" helps to keep the group engaged in its work, but the pressure of decision and work tends to provoke irritation and injure the unity of the group. The "best liked" person helps to restore their unity and to keep the members of the group happy. These two complement each other, and both are necessary for smooth operation.

It seems especially important for these leaders to recognize each other's roles and in effect to form a coalition. The most stable groups observed by Bales were those in which this had taken place. There are indications that such durable groups as boys' gangs are constructed this way, and apparently the same process goes on in many administrative staffs, sometimes consciously, sometimes accidentally and unknowingly.

"When you think of the countless American man-hours spent in committee meetings," says Professor Stouffer, Director of the Laboratory since its inception, "the implications of such findings as those of Bales are clear. Research of this type can be of great aid to management teams, labor groups, citizens groups everywhere that rely on committees to reach decisions and get things done."

—Quarterly Report
Carnegie Corporation
of New York

Plain Talk Expert Outlines New Formula

The followers of Rudolf Flesch, readability expert, are now counting punctuation marks instead of word and sentence lengths. The author of "The Art of Plain Talk" and "The Art of Readable Writing," has boiled his previous three-point formula for readability down to two basic factors—the number of punctuation units and the number of specific words per hundred words of copy.

To use this formula—featured in a new book, "How to Make Sense"—you first count the number of "specific" words per hundred in a piece of copy. By "specific" words Flesch now means not only "personal" words such as "you," "we," and "he"—but also any numbers, names, dates, that definitely pin down the identity of something.

Next you count the number of punctuation marks in every hundred words—you count commas, periods, quotation marks, dashes, and so on. Not all marks receive the same value. Some are more important than others in making readable writing. Whereas a period would ordinarily count as one unit, the period at the end of a paragraph would count two units.

When you have finished counting—both specifics and punctuation—you add them up. The higher the total is, the more readable is your writing.

The new rule, according to Dr. Flesch, should be less mechanical and easier to apply. It gets more to the root of readability in writing than his previous technique. The earlier formula gaged readability through three factors—the length of words, the length of sentences and the number of personal words.

Dr. Flesch has long advocated that copy patterned after conversation is the most readable—that is understandable and interesting. He believes that his two new factors best gage the conversational tone of writing. The specifics, he says, inject color and interest into writing. They make the difference between saying "This is of great interest" and saying "This deals with your interest."—or between "Most doctors agree . . ." and "87% of the doctors agree . . ."

Punctuation, he claims, gives to written copy a vitality that the oral speaker achieves through inflection, emphasis and gesture. Punctuation gives the writer the change-of-pace delivery that makes speech effective.

The new readability formula—with its emphasis on simplicity—is backed up by studies of effectiveness.

Army's Hometown Radio-TV Program At Work with Korean Occupation Force



Cpl. George Drougas, radio-TV correspondent of 25th Division Public Information Office (microphone in hand) interviewing soldier in Korea. Auricon Sound Camera makes recording.

"Step up and say a few words to the folks back home." With these words Cpl. George Drougas of Portland, Oregon, introduces a soldier in Korea to a terrifying object, a microphone.

Drougas is one of the Eight Army's hometown radio correspondents. During the past few months he has put more than a thousand soldiers on three-minute tape spots for their radio stations back home. Over eighty percent of the tapes have been used in radio stations from coast to coast, mostly as newscast spot features, home programs, or fillers.

The soldiers are available everywhere—in bunkers, quonset hut offices, or in the Main Post Exchange in Seoul. Drougas uses a standard Magnecorder whenever he is able to set one up—the problem usually being one of electric power. When he can't use the big model, he tapes his interviews on a Minicorder slung over his shoulder. He has taken the small machine to helicopters, tanks, and hilltop output positions.

When Drougas moves into an area he tries to set up his equipment in a private room. He gathers a group of men together (there is never any trouble finding customers) and recites the list of his regular questions, just enough to give the average soldier plenty to talk about. Some of his queries are: How's the chow? How often do you get to the movies? What is your job in the army? Have you seen any men from back home and how are

they doing?

To let the soldier sum it all up for himself, Drougas usually asks the soldier to compare his present impressions of Korea with what he thought it would be like here before he arrived. This is important. One man admitted that he had fully expected to spend his time in the Far East sitting in a foxhole and eating cold C-rations out of a can; his mother had expected worse. On the tape he told her he was living in a wooden-floored tent and eating three hot meals a day—with breakfast eggs sunnyside up.

With the small number of men who look like they can go it alone, he just turns over the microphone and lets them say whatever they want. He has recorded Puerto Ricans who speak to their families in a torrent of Spanish for three minutes straight, mountain men who sing lullabies to their newborn children and accompany themselves on the guitar, and some soldiers who just want to greet their folks and then say a prayer.

Sitting across from each other at a table, Drougas and his subject look at each other and converse. Most of the time the microphone is forgotten and the soldier loosens up and talks as if he were making a "telephone call back home." Naturally, there are some soldiers with an incurable case of mike fright, but Drougas nurses them along. "After all," he says, "they have families, too."

(Continued on page 30)

Build success-winning prestige

for yourself
or your
business

with
this practical
manual of
publicity techniques



PUBLICITY for PRESTIGE and PROFIT

By HOWARD STEPHENSON
and
WESLEY FISKE PRATZNER
304 pages, 5 1/2 x 8, \$4.50

Just
Out

HERE are the methods that keep individual and company names before the public—create favorable opinions of them—win acceptance of the ideas, services, or products they represent. Two experts in the public relations field give you a complete view of modern publicity at work, with details of practice in handling all the varied types available today.

All aspects are covered, including objectives, organization, and costs, making this a thorough and helpful manual both for the practitioner—either company man or public relations counselor—and the executive concerned with his own or his company's public relations program.

Now you can plan public relations programs that are systematically aimed toward better publicity and profit-building prestige for yourself or your business. This manual not only shows you every channel for publicity, and how to find, prepare, and place material for it—but also shows publicity as the keystone of public relations in a way that will help you save waste motion and get better results in all your efforts.

● Gives help based on experience

Out of long experience, the authors give you clear directions—backed up with plenty of case examples. Where to look for sources of publicity material, and how to handle them correctly, are fully covered.

● Covers all details you need to know

All media are covered. In addition, you are given information on such things as budgets, offsetting bad news, producing good industrial photos, etc.

● Expert, dependable advice on every page

Howard Stephenson is President of Community Relations, Inc., also Chairman, Division of Public Relations, School of Public Relations and Communications, Boston University. Wesley Fiske Pratzner is Professor of Public Relations at this same school. Both authors were formerly with Hill and Knowlton, Inc. (Mr. Stephenson as Vice President), and Westinghouse Electric Corporation.

Some of the topics covered: How to cultivate news sources. Reaching the public. How to interview. House magazines. Speechmaking by company personnel. The costs of publicity. 21 chapters in all.

READ THIS BOOK 10 DAYS FREE

McGraw-Hill Book Co., 330 W. 42 St., NYC 36

Send me Stephenson and Pratzner's **PUBLICITY FOR PRESTIGE AND PROFIT** for 10 days' examination on approval. In 10 days I will remit \$4.50, plus few cents for delivery, or return book postpaid. (We pay delivery if you remit with this coupon; same return privilege.)

Print

Name.....

Street.....

City.....

Company.....

Position.....

State.....

Zone.....

PRJ-3

This offer applies to U. S. only

Pointers on using these media—

- Newspapers
- Wire service
- Magazines
- Pamphlets
- TV and radio
- Motion pictures
- Press shows
- plus many others

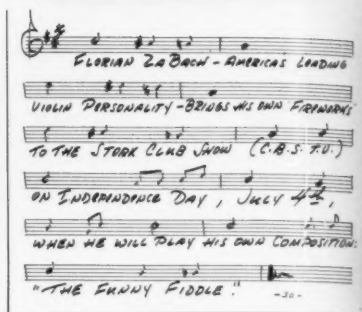
NEWS IN VIEW...



Melva Chesrown, chairman of the Committee on Women in Public Relations, presents a check for \$200 to Margaret M. Doherty, Canadian journalist from Sherbrooke, Quebec. The award represents a partial tuition scholarship in the field of public relations at the School of General Studies, Columbia University, and is the first of its kind at the University. Miss Doherty is at present on the staff of the Foundation for Orphans in Greece and intends to remain in the PR field after completing her studies at Columbia in 1955. The Committee on Women in Public Relations is an informal study group of 21 women who have joined together for exchanging experiences and developing discussion in the field as well as a program of guest speakers who are leaders in field techniques and PR practice.



Edmond C. Powers, as director of public information for the National Street and Traffic Safety Lighting Bureau, was the featured speaker at a civic banquet held in Painesville, Ohio in connection with a three-day celebration of a new whiteway street lighting system installed there. As part of the event he also awarded trophies to eight lucky winners in a "Queen of Light" contest held among local high school students. Mr. Powers was president last year of the Northeast Ohio Chapter of PRSA.



Most ingenious trick in the publicity field could well be this scored release used by Florian Za Bach, "America's Outstanding Violin Personality." One of the most intriguing is the one reproduced above. Ken R. Williams is the publicist.



The vital organs these "medics" were worried about are house organs, and they were looking for helpful remedies when the Chicago Industrial Editors Association held its Midwest Editors Institute in the Windy City recently. Theme of the Institute was "I-Day"—"I" for inspiration, information, ideas. Left to right are Mary Howard, Natural Gas Pipe Line Co.; Jack Capps, Paramount Cartoon Association; Jim Zanutto, Inland Steel Co.; and Bob Baker, Standard Oil Company (Indiana), general chairman of the program.

At its annual awards dinner recently the Midwest Travel Writers' Association presented their first place award for the best travel promotion during 1953 by a common carrier to the Union Pacific Railroad. Grand Award for the best travel promotion in the world during the year went to Pan American World Airways. Left—David J. Phillips of the UP Public Relations department accepts the award for his company from MTWA president Frank Cipriani, travel editor of the Chicago Tribune. Right—John A. Creedy, PAA system PR manager, receives the grand prize. The awards are based on the judgment of fifteen travel editors who spend a major portion of their time in writing and editing travel news.

NEWS SECTION

MARCH 1954

Pendray to Speak at West Coast Conference On PR Aspects of a Trip to the Moon



Strategy Committee for the San Francisco Bay Area conference includes, left to right: Viva Armstrong, assistant executive secretary of the California Packing Corporation; F. Douglas Tellwright, vice president of The Pacific Telephone and Telegraph Company; Arthur Sargent, chairman of the General Committee and a member of The California Society of Certified Public Accountants; Lloyd Graybiel, vice president of the American Trust Company; and Louis Lundborg, vice president of the Bank of America. The conference will be an all-day affair, featuring prominent speakers and displays.

G. Edward Pendray, senior partner in his own firm of public relations consultants, will be the featured speaker at the Fifth Annual Public Relations Conference to be held at Stanford University on March 25. His topic will be "The Public Relations Aspects of a Trip to the Moon."



Mr. Pendray is a foremost proponent of rocket and jet propulsion. He was one of the organizers of the American Rocket Society, and is the author of "The Coming Age of Rocket Power," and articles in *Collier's*, *Life*, *Saturday Evening Post*, *Reader's Digest*, *Harpers*, and many other popular and scientific magazines. He has more than twenty years experience in the PR field and is editorial consultant of the JOURNAL.

Other leaders at the conference will include F. Douglas Tellwright, vice president in charge of PR for the Pacific Telephone & Telegraph Company; Ward B. Stevenson, PR director at Pillsbury Mills, Inc.; R. Mark Ogden, PR manager, Watson & Meehan; and Frank Sullivan, president of Frank Sullivan Associates.

Canada's Pearson Urges International PR



Speaking before the Canadian Public Relation Society at a recent dinner-meeting, the Honorable Lester B. Pearson, Secretary of State for External Affairs, said that "in the past diplomacy has suffered from bad public relations—or even worse—from no public relations at all.

"It is important to alter this fact in the future," he said, "because the public relations aspect of international politics, and hence diplomacy, is now so important as at times to be decisive. The main reason for this is, of course, the inescapable necessity in a democracy of basing foreign policy and its conduct, on public opinion, which is now determined by all, not merely a few of the citizens. It is essential, therefore, that public opinion should be kept fully and honestly informed . . . not of every step in negotiation, but of every principle of policy, which is something different. Public opinion must also be convinced that even if its representatives in government are to be given room to maneuver in negotiation, they will not abandon any principle that has been laid down to guide such negotiation.

" . . . There is, however, one definite advantage which Communists have in negotiation. They speak with one voice. But in a coalition of free states, large and small, powerful and weak, each has its own voice, each has its own pride, prejudice and public opinion. For this reason we hear too often the 'voices' rather than the 'voice' of freedom. There may be no more imperative necessity facing us in 1954 than that of working out and applying satisfactory and effective methods of consultation and cooperation within the coalition, so that we can negotiate . . . as a well-knit and cohesive team."

What New Head of Sears Has to Say

Sometimes one can judge the character and ability of a man by hearing him speak a few words or by reading something he has said.

What kind of a man is this Theodore V. Houser, who in a few weeks will become chairman of the board of Sears, Roebuck and Co. of Chicago, Memphis and other places—the man who will step into those big shoes of Gen. Robert E. Wood?

"Treating people right" is part of the Houser formula.

Explaining it, he says:

You can't buy good relations with the public or with your employees; you must earn them.

You can't use sympathetic tricks to build morale. Management must have a sincere sense of responsibility. You can't be phony in any part of business. It is better to have sincerity and not know business techniques than to have business techniques but not sincerity.

Can anyone read these words and predict any thing but continued progress and prosperity for Sears?

—Memphis Press-Scimitar.



Nelson W. Aldrich, PR director, Utah Copper Division, Kennecott Copper Corporation, chairman, Committee on Citations and Recognition (formerly Awards Committee). This committee concerns itself with major outstanding contributions made to the advancement of PR, or to public service by PR methods or through the use of PR techniques.



Verne Burnett, partner, Verne Burnett Associates, chairman, Committee on Standards of Professional Practice. This committee is devoted to the development and shaping of the code of ethics for public relations practice.



Melva A. Chesrown, vice president, Eldean - Bugli-Chesrown, Inc., chairman, Education Committee, which will evaluate some proposed testing and training techniques for people entering the public relations field as a project for the year.



George M. Crowson, assistant to the president, Illinois Central Railroad, chairman, Development Committee, which develops the national program for membership and chapter activity and growth.



George H. Freyer, manager, PR department, Standard Oil Company (New Jersey), chairman, Annual Conference, which will plan the 7th National Public Relations Conference sponsored by PRSA at New York, November 20-30 and December 1, 1954.

COMMITTEE LEADERS OF PUBLIC RELATIONS FIELD FOR 1954

These are the public relations men and women who will head the developmental committees of the craft as represented by the national program of the Public Relations Society of America during 1954.



Burns W. Lee, president, Burns W. Lee Associates, chairman, PR Reference Roundtable, a new project devoted to development of reference services on public relations methods and information sources pertaining to the practice of the craft.



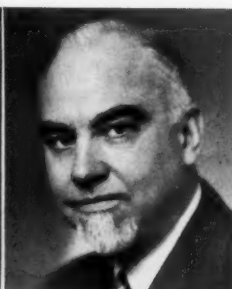
Ed Lipscomb, PR director, National Cotton Council of America, chairman, Nominating Committee, which develops organizational structure of the National Society through regions and chapters.



Donald B. McCommond, PR executive, Monsanto Chemical Company, chairman, Eligibility Committee, which is the professional screening committee for applicants for membership in PRSA.



Holcombe Parkes, vice president and PR director, Benton & Bowles, chairman, Public Relations Advisory Committee, which studies public service projects where PR people give voluntary time to worthy objectives.



G. Edward Pendray, partner, Pendray & Company, chairman, Publications Board, which supervises the magazines, reports and other publications devoted to the field, which originate with PRSA.



George C. Reitiager, PR manager, Swift & Company, chairman, National Judicial Council, which is the regulatory body on enforcement of the ethics of public relations practice.



Ward B. Stevenson, PR director, Pillsbury Mills, Inc., chairman, Research Committee, which originates and develops projects relating to the business and professional climate in which public relations people practice.



Franklyn Waltman, PR director, Sun Oil Company, chairman, Committee on the Social Sciences, which is developing information on the relationships between activities in the social sciences and PR practice.

GET THE MOST FROM YOUR PHOTOGRAPHIC BUDGET

(Continued from page 10)

project planning is a good working procedure toward eventual overall coverage. It is a method that has been used to build a number of useful and well known industrial photographic libraries. The plan works equally well for companies of any size.

Executive Coverage

A plan that has worked well for many companies is to start with coverage of executive and top management people. If this goes well, you have invaluable support for the remainder of the program.

Executive pictures should be of two kinds: candid shots of men on the job and portrait shots. By careful briefing of your photographer ahead of time as to duties and personalities, time can be saved and better work achieved. In planning the coverage of executives, every foreseeable use for such pictures should be discussed with the photographer. Use in house organs, sales literature, publicity, personnel changes, annual reports and elsewhere, should be considered. In this way, you can often develop pictures of multiple use that will be on file when you need them at some later time.

An excellent point at which to plan photographic coverage is the time when annual reports are high on the public relations priority list. This affords an opportunity to see the company as a whole, to decide what goes into the report and what pictures will be needed.

Photography within the plant should also be planned with multiple use in mind. News picture possibilities should be sought. Personnel relations, community relations, safe working procedures, technical advances, all have their beginning right in the plant. Brief your photographer carefully on all phases. Let him spend some time in the plant studying people and processes.

In this connection, it is wise to give your photographer some freedom. There are always some "must" pictures that your photographer will have to get. But allow him some latitude. If he sees what he believes might make an interesting picture, let him shoot it even if it was not considered on the original schedule.

Give your photographer some freedom

When you hire a photographer, you are engaging the services of a creative man. Let him create. His fresh point of view

can often solve a problem that has defied solution by other means. As one example, consider the story we recently did for one of the oil companies. Their story was a safety story, primarily built around the training of tank truck drivers. The points were hard to put across. But when our photographer saw one old-timer hand a chew of snuff to the trainee instead of offering a cigarette, the whole story was told on one imaginative picture.

It is imperative in plant photography that some man be assigned to go along with the photographer who is thoroughly familiar with good plant housekeeping and safe working practices. Often, fine shots have been spoiled because a tool has been carelessly laid down, or a man has his hand in the wrong spot for a variety of other reasons. An experienced photographer will spot many of those things on his own, but he can't get them all. On the other hand, every effort should be made to have the scene natural. If there are normally piles of material stacked around the floor, as around an open hearth furnace in a steel mill, they should be left there. They should be neat, of course. But the floor certainly shouldn't look like the top of a dining room table.

A complete photographic library does more than give readily available help to company personnel. It acts as an able spokesman for the company. It is a source of material for editors and others outside the company.

Survey existing material

Ideally, the first step in photographic coverage of a company should be a survey and indexing of all existing material. This should be brought together at one place. Anyone who has had to call widely scattered departments of plants for specific pictures knows how important that is. The chance to get a picture used often depends on its immediate availability. This survey and indexing can be done with professional help at relatively little cost. The survey plus an analysis of photographic possibilities will show what areas have been covered, how well and what remains to be done.

Effective photographs are such an important part of public relations and publicity that a first step in sound programming should be a study of overall photographic needs of a company. The proper kind of planning based on those needs pays off in pictures at reduced cost.

Field News

CHICAGO CHAPTER

The Chicago Chapter's February meeting focused attention on an all-female speaker panel, with the discussion centering on what every PR practitioner should know about women as employees, wives of employees, consumers, and members of other publics. Speakers included JESSIE CARTWRIGHT, director of the Home Service Bureau of the Norge Division of Borg-Warner Corporation; KAY METZ, on the PR staff of Quaker Oats Company; and MERCEDES HURST, who is with the International Harvester Company. • •

INTERMOUNTAIN CHAPTER

The 1954 officers of the Intermountain Chapter will be WILLIAM F. MCCREA, PR director, Amalgamated Sugar Co., president; J. ROY BARDSLEY, president, Research Services, Inc., vice president; ARTHUR R. MCQUIDDY, assistant to PR director, U. S. Steel Corp., secretary-treasurer. • •

TOLEDO CHAPTER

The 1954 officers of the Toledo Chapter will be LEV FLOURNOY, partner, Flournoy & Gibbs, president; EDWIN D. DODD, PR director of Owens-Illinois Glass Co., vice president; and J. R. MCGEORGE, PR manager of the Champion Spark Plug Co., secretary-treasurer. • •

WASHINGTON CHAPTER

Washington Chapter has elected the following officers for 1954: LUDWIG CAMINITA, JR., head of his own firm, president; RICHARD R. BENNETT, PR director for NAM, vice president; JOHN W. GIBBONS, PR director, Automotive Safety Foundation, secretary-treasurer. MAURICE O. RYAN will be national director. • •

DEATHS

Barney Cory, head of Cory & Associates and a member of the Chicago Chapter's Board of Directors, died suddenly on January 7 after a short illness. A memorial service was held in the St. Paul Community Church of suburban Homewood on February 7.

Barney had an active career during the 61 years of his life. He set the national record for the 220-yard low hurdles race as a member of the Chicago Athletic Association's track team in 1913, spent three years as a feature writer for the *Chicago Herald*, edited the *Illustrated World* magazine, and became vice president in charge of creative writing for the Reincke-Ellis advertising agency. From 1925 to 1935 he worked as a free lance PR counselor. For the next fifteen years he was PR director of McCann-Erickson's Chicago office. In 1951 he organized his own firm.



Watch out, Darling! Before you know it, you'll be a President's wife....!

That's what Bill said after the children were tucked in bed. And, you know, I haven't heard him talk like that since right after the war when we were engaged and living on dreams alone.

Now it was the same thing all over again — big words and a big man speaking them — my husband.

Bill didn't put it all into words, but it added up to something like this. After five years of working for the company, Bill had suddenly found both himself and a place for himself.

I didn't ask why or how, because I didn't much care . . . but just before we turned out the light Bill told me about getting time off during the afternoon to see a film about the company's aims and organization. "It told the whole story," he said. "And my job was an important part of that story."

I liked the way he said "my job."

Can you imagine it? A big firm, where every second counts, showing a motion picture to the men! What's the world coming to? . . .

Picture from "Take it Easy, Bill," produced for the General Baking Co.

TRANSFILM

I N C O R P O R A T E D

35 WEST 45TH STREET, NEW YORK 36, N. Y. JUdson 2-1400

A Transfilm Account Executive will be glad to discuss what film can do to help your company's Public Relations, both internal and external. No obligation, of course. Your name and letterhead will put you in touch with William Burnham, Vice President.

CD IN HOLLAND—Continued

films, printed matter, exhibitions, demonstrations, public meetings, and, most important of all, the man-to-man, the woman-to-woman (and all other combinations) interview with a Civil Defense official.

Because of differences in the state of preparation of several areas in the country, the recruiting-drive did not start everywhere at the same time but the center of activities shifted from one district to another until in about four months the campaign was on the way in the entire country.

The sequence in the recruiting in various districts had two main advantages:

1. All available experts and many media could be concentrated on a specific district.

2. In each following district local recruiters tried to beat the results of the preceding districts.

In this way the existing competitive spirit between several provinces in the Netherlands could be used to promote Civil Defense.

The campaign started on January 19, 1953. Four months later there were over 100,000 volunteers. During summer, when the intensity of recruiting was slackened, thousands more volunteered. Now, 60 per cent of wartime strength has been reached.

In January of this year the Foundation started an additional recruiting campaign to bring the total up to 100 per cent. This campaign mainly consists of house-to-house canvassing, with the restriction that persons to be approached will be selected beforehand. The new campaign has four phases, of which phase three will start shortly.

1. The preparation and organization of canvassing.

2. "Build up" of canvassers.

3. Canvassing, sustained by publicity in every possible form.

4. Follow-up, by means of public meetings, etc.

Handling a problem concerning the interests of the nation as a whole and involving publicity on a scale unprecedented in The Netherlands proved to be extremely instructive to everybody concerned. The success of the campaign underlined once more the fact that the Netherlands people—indeed every free and democratic people—when informed and constantly reminded of what needs to be done, act voluntarily in the public interest. • • •

PEOPLE • PROGRAMS and ACCOUNTS

HENRY L. BROWN, ROBERT F. CARROLL, ROBERT W. FISHER, and G. BARRY McMENNAMIN have been advanced to vice presidents at Doremus & Company.

SHELDON MOYER, formerly PR director of Grant Advertising, Inc.'s Detroit office, has been named vice president.

SELVAGE, LEE & CHASE, New York, has launched an educational campaign for the Sugar Association, aimed to counteract charges that sugar causes obesity and overweight.



BETTY J. STEARNS, director of the Chicago Public Relations Board's women's department, has been appointed a vice president of the Windy City women's PR group.

DRENG BJORNARAA, assistant PR director of U. S. Steel Corporation's Northwest District, has been appointed PR director of the company's newly formed Upper Midwest District. His headquarters will continue to be in Duluth.



LYMAN S. MCKEAN, public relations and personnel director of American Hospital Supply Corporation, now also assumes charge of the advertising department.

CONRAD MANLEY, Baton Rouge PR consultant has been appointed Louisiana chairman of Sigma Delta Chi, professional journalistic fraternity.

RICHARD M. BAKER, has been advanced from publicity manager to advertising and sales promotion manager at Ansul Chemical Company. BRAD SENSTAD has been named publicity and publications manager.

LOUIS CHAMPLIN, JR., formerly director of publications for General Mills, has been named assistant manager of the company's Department of Public Services.

MICHAEL AMES has been named PR director, Emerson Radio and Phonograph Corporation, New York.

STEWART S. HOWE, vice president of the Illinois Institute of Technology, Chicago, has been appointed chairman of the 1955 national convention of the American College Public Relations Association to be held June 30-July 2 at the Drake Hotel, Chicago.

The Publicity Club of Boston had as its featured speaker recently famed *Saturday Evening Post* cover artist Norman Rockwell. Some 300 attended, including art students representing their classes in Boston art schools.

DR. CHARLES R. METZLER is now secretary of the Public Relations Society of Switzerland, Zurich.

HOMER N. CALVER, secretary of the PR Committee of the Paper Cup and Container Institute, has been named a member of the National Advisory Committee on Emergency Feeding by Governor Val Peterson, Federal Civil Defense Administrator.

MOVES



JAMES T. MAUNDERS, formerly assistant secretary of the Detroit Board of Commerce, has been named PR director of Bohn Aluminum & Brass Corporation, Detroit.

LEE W. COURT, formerly display manager of Filene's, has joined with the firm of Ben Nason and Robert R. Walker to open a new firm in New York, which will offer national consulting service for retail merchants, manufacturers and advertising agencies.



NORMAN C. CURTIN has been named to the staff of the Public Relations Management Corporation, as technical consultant to the newly created Anthracite Information Bureau.

OPINION BUILDERS, INC. and FERRIS ORGANIZATIONS, INC., New York, have consolidated operations.



RICHARD H. GOURLEY, formerly promotion manager of WSPD, has been appointed to the recently created post of director of PR and advertising for Edward Lamb Enterprises, Inc.

ROBERT P. CAREY, formerly PR director Bozell & Jacobs, Inc. (Illinois), has opened his own offices at 30 N. LaSalle St., Chicago, to be known as Charles J. Callahan Associates.



ROBERT D. GOODWIN, former director of community program development for NAM, has been appointed PR director of the Carpet Institute, Inc., New York, a newly created post.

RICHARD E. ASH has joined Stephen Goerl Associates, New York.

FRANCIS E. HEWENS, formerly PR consultant of Newark, N. J., has joined the Square D Company, Detroit, as PR department head.

(Continued on page 26)



SATISFACTIONS IN THE WHITE-COLLAR JOB

By Nancy C. Morse

A Research Project by the Institute of Social Research, University of Michigan, Ann Arbor, Michigan

Reviewed by Pauline E. Mandigo

As a rule in the U. S. A., surveys are studies made by experts and left on shelves until they are out of date. We hope this study will be an exception to the rule, for it is concerned with the measurement, understanding and prediction of organization effectiveness. Therefore it is of concern to every PR practitioner.

There are four elements to organization effectiveness, i.e., productivity, job satisfaction, flexibility to change to meet new situations, and the way in which an organization develops the skills and abilities of its members.

The Michigan survey is scientific and it confirms many factors that many of us have known for a very long time, but could not prove. For instance, that young workers with great expectations are apt to find greater satisfaction in their work, than older workers who have advanced but have not reached their expectations. It is indicated that the attitude of family and friends toward the company adds or detracts from the worker's job satisfaction.

Job satisfaction, the findings show, depends basically upon what an individual wants from the world, and what he gets. The study is of 742 employees, a small proportion of a large scale organization, and of 73 first and second line supervisors.

The importance of work in the life of the average American is shown by the fact that 52 per cent reported that they would stay with the company if they were financially independent.

PR practitioners working in personnel relationships will find cause for thought in the fact that the type of work, rather than the factors associated with it, is significantly related to job satisfaction.

A curious fact, which is not explained in the study but is evidence that the company is not doing a good PR job among its employees, is that 65 per cent of the

(Continued on page 31)

shepherds leaving their flocks to look for lost lambs.

How many of the Master's deeds would have been counted as newsworthy by today's reporters? Perhaps the feeding of the multitude, the trial before Pilate and the crucifixion—these were spectacular. But I am convinced that His real worth lay in His positive contacts with people—the woman at the well, the blind man, the rich young ruler—the seemingly little events which transformed lives. So the real worth of religion won't be revealed too much in colossal events. Rather religion shows that life grows richer as we share the best with others in our daily relationships.

Communication is an old word. Read the 8th Chapter, 11th verse of Ecclesiastes and you'll find this quotation, "With much communication will he tempt thee, and smiling upon thee will get out thy secrets." Here we are some 2,000 years later employing a term some of us are rather smug about. Henry James was concerned about the decline of attention many years ago. He wrote a friend, "The faculty of attention has utterly vanished from the general Anglo-Saxon mind—the picture magazine keeps screaming 'Look at me—I am the thing.'"

Reaching the audience

How can we make religious literature and news of religion more attractive to more readers? About 25 to 30 per cent of the adult population read one or more books a month; about 45 to 50 per cent of the population see a motion picture once every two weeks or oftener; about 60 to 70 per cent of the adult population read one or more magazines more or less regularly; about 85 to 90 per cent of the adult population read one or more newspapers more or less regularly; about 90 to 95 per cent of the adult population listen to the radio 15 minutes a day or more.

Television is the newest member of the communications family. Two per cent of the viewers have their sets turned on 18 hours a day. The typical viewer spends three hours a day watching the magic screen.

Today there is great concern over the functions of mass media. It is in part based upon the valid observation that these media have taken on the job of rendering mass publics conformative to the social and economic status quo. Then too, there is widespread concern

with the social rule of mass media and is found in their assumed efforts upon popular culture and the esthetic tastes of their audiences. Probably most important of all is the feeling that the ubiquity and potential power of these media is tremendous.

Yet the effects of mass media tell us little. To know the number of hours people keep the television turned on gives no indication of the effect upon them of what they hear.

Repetition is reputation. Advertising experts believe that because it rings cash registers in stores all over America. But how does the idea work in public relations for churches? Maybe some religious leader will investigate on a mass basis how much resistance and reluctance is created by the constant "being told." Does the church member forget his loyalty and love for the church when he is asked constantly to remit a few dollars for a special project?

Words—no matter how much imagery and force they carry—are not enough in public relations procedures. Even a master wordsmith must realize that what he writes is only one tool in the process of renewing a belief, converting people to new attitudes or activities or negating attitudes and patterns of conduct they may have. Mr. Backslider, for instance, does not decide to resume an active church experience solely on the basis of words he is exposed to. His decision is a combination of countless psychological influences.

Homemade psychology

How can you step up your skills in public relations? After everything else has been considered, isn't it a feeling for people, a combination of curiosity and concern for them, which separates the mediocre public relations worker from the expert? Imagination in human engineering is a special kind of insight—a mixture of homemade psychology plus a liking for people—that gives you a real understanding of human motivation. Call it what you will—maybe it's a hunch—but the best practitioner knows what makes people do things. And by knowing what makes people react—what makes them click—he can be more selective in the choice of appeals and media.

Man lives by fact and opinion. Indeed as far as his actions are concerned, opinion frequently is more important than fact. Know all you can about the opinions

of your supporting publics, yet, but remember that even so-called scientific polling never gives the whole picture. David Krech, a psychologist, says that "If we continue to define 'public opinion' in terms of verbal reactions of people without having an understanding of what a belief, or opinion, or attitude or judgment is, many of our public opinion pollsters will find themselves in the position of the blind man, equipped with a high-powered microscope, in a dark cellar looking for a black cat which isn't there, and regularly issuing 'trend reports' of the 'cat's progress.'"

Here's something else: we have relied much too exclusively on gathering data on what people think (or believe that they are supposed to think) instead of studying the emotional forces behind their thinking. Opinion polls are significant but they are not the tool for understanding the forces operating underneath the surface of opinion. No one can chart, photograph or show intangibles under a microscope. So religion—like other great values—cannot be described. It must be experienced.

No surgeon would think of operating until he had studied anatomy. Yet some of us leap into public relations procedures without any serious attempt to learn much about the people whom we are trying to influence. Some of us are long on plans and short on psychology. Here is the basic psychological principle we often violate: People, by and large, because of ego motivation, perceive what they want to perceive; they read or listen to only what confirms their existing views; they deliberately or unconsciously avoid material or ideas that they know run counter to their opinions.

Now this is not new but it is basic: People always come first in public relations. Get over on their side of the fence. Learn their problems, their interests, their desires. And you'll agree that the only way to live with people is to go up and down Main Street. There you'll find the cross section—the throngs which keep the wheels of society moving—men and women who eat hot dogs and who read the comics—the people who elect the presidents—the men and women whom the churches are seeking.

Program of action

Here's how to set a program in action:

1. Do some fact-finding. Find out where mistakes have been made. See

where progress has been made and the reasons for it. What is your competition? What is the quality of your program?

2. Determine exactly what people you want to reach. Who are their leaders? What are their current attitudes? Where is the area of agreement between their views and yours?

3. Decide upon your objectives. In what form are ideas to be expressed? Determine costs. At what level is the program to be focused? What incentives must be emphasized? Are appeals believable?

4. Set your program in action. Choose competent leaders. See that every helper realizes his responsibilities and limitations. Expect the unexpected. Maintain a two-way communication.

5. Check the results. What clicked? What failed? Will the retention value be temporary or lasting? Did the ideas get the public acceptance hoped for? What really happened?

What is the most important factor in a successful public relations program? Media? Policies? Surveys? Competent personnel? Strategies? These are basic, to be sure, but there is an element of more importance. It is a spirit of service—a deep feeling for others—that characterizes a successful program. It is loyalty and devotion; it is sacrificial work; it is the philosophy which drives men and women to give and not count the cost. It is the belief that life's dividends grow as they are shared. After all, the greatest element in public relations is not a word but a deed. • •

PR on wheels—(Cont'd.)

Cold."

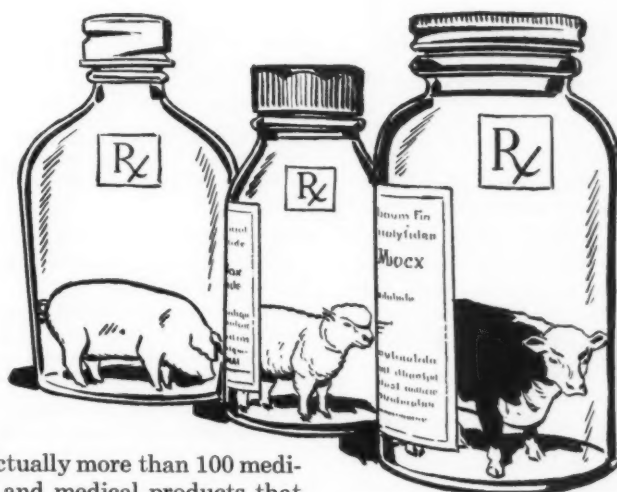
People chuckle, then guffaw, as "Old Scout" chugs and shakes. This car, a 1902 Oldsmobile, still runs merrily along, as it did in winning the first transcontinental race in 1905 in 44 days—and the crowds love the whole line of patter that goes with this act!

They stand fascinated, too, at "American Crossroads," a complex, animated sound exhibit that shows the country growing 50 years in 10 minutes.

They marvel at a modern jet engine, cut apart so you can see how and why it works, while a young man explains it all.

The Parade, it seems, is a smash hit. What's more, it is helping adult America appreciate the nation's great heritage, and is inspiring young America to build even greater for the future. • •

How many medicines in your doctor's kit come from a Meat Packing Plant?



Actually more than 100 medicines, and medical products that your doctor regularly uses in the practice of his profession *get their start* in a meat packing plant.

Among them are ACTH and cortisone for the treatment of arthritis, asthma, rheumatic fever, and other ailments, epinephrine for allergies and certain emergency heart conditions.

Other products include surgical sutures and fibrin foam which control bleeding to make surgery safer.

Many, like insulin for the control of diabetes, can be obtained from *no other source*.

To make these medical products available to your doctor the meat packing companies developed new facilities for saving or processing glands of meat animals, and in "partnership" with the medical profession, promote research for

still more life-saving, health restoring medicines.

Perhaps you'd never thought of it before, but doesn't this important service make the meat packer a sort of right-hand-man to your own family doctor?

Did you know

... that it takes the pancreas glands from 1,500 cattle or 7,500 hogs to make a single ounce of crystallin insulin ... that there are more than 4,000 individual companies in the meat packing industry ... that recovering everything of value (as glands for medicines) helps this service industry bring you meat at a lower service cost from farm to table than almost any other food?

AMERICAN MEAT INSTITUTE
Headquarters, Chicago • Members throughout the U. S.



Mystery of the missing envelope!

● *The missing envelope held the office postage... Should have been in the top left drawer of Mr. Jones' desk, but it wasn't. Nobody in the office had it, or had seen it. So Sally had to gallop to the postoffice and buy more stamps... Next day the envelope turned up in his brief case.*

"Nuts!" said Mr. Jones. "Let's get a DM, and we'll always know where the stamps are."

● With the DM (desk model) postage meter, you always have postage available. The meter is set for as much postage as you want to buy; registers show the amount on hand, and the amount used. Postage in the meter is safe from loss or damage.

● You always have the right stamp value... the DM *prints* the postage needed for any kind of mail directly on the envelope. Prints postage for parcel post on special tape. Has a moistener for sealing envelopes. Anybody can use it.

● The DM gives even the smallest office the convenience of metered mail... saves time and postage. Other models for larger mailers. Ask the nearest PB office for a demonstration, or send coupon.



FREE: Handy chart of Postal Rates with parcel post map and zone finder.



PITNEY-BOWES
Postage Meter

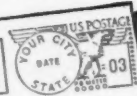
Offices in 93 cities
in U.S. and Canada

PITNEY-BOWES, INC.
5295 PACIFIC ST., STAMFORD, CONN.

Please send free ☐ booklet, ☐ Postal chart to:

Name _____

Address _____



People • Programs and Accounts (Continued from page 23)



& Associates, Dallas.

REX V. LENTZ, formerly director of Special Services Department of the Mercantile National Bank, Dallas, has opened his own management consultant service to be known as Rex V. Lentz

ELIZABETH FORSLING, former radio and TV editor of *Newsweek Magazine* and ABC director of talent and program development, has joined the staff of Jack Kemp & Associates.

CHARLES P. BARNETT, former copy writer with Victor A. Bennett Company, has joined the PR staff of John P. Broderick-Robert S. Coleman, New York.

DAVID NOPPER, formerly special assistant in the Foreign Operations Administration and eastern regional director of PR for American Airlines, has joined Bozell & Jacobs, Inc.

ERASMUS H. KLOMAN, JR., formerly with the Department of State in Washington, has joined the PR department of Gray & Rogers, Phila.

A. W. STODDARD, formerly with Syncro Corp., has been appointed PR and advertising director of Detrex Corp.

LOUIS TANNENBAUM, for 16 years advertising manager of Macy's has moved to Gimbel's, New York, as publicity director and sales promotion manager.

WILLIAM J. SANDERS, former manager of UP's Baltimore bureau, has joined the PR staff of the John LaCorda Agency, Phila.

WILLIAM J. GASKILL, former PR director of the Hawaiian Pineapple Co., has joined Ivy Lee and T. J. Ross, New York.

ELMER M. BORSUK, former public information director of the Navy's Military Sea Transportation Service, is now PR director, Ingres Nassau Line, New York.

JOSEF DINE, former publicity manager of ZIV Productions, and Allan H. Kalmus, ex-press bureau director for Lever Bros., have established a PR firm in New York.

LOUIS T. MALONEY, assistant to the president of the Massachusetts Dental Society, has opened his own PR office in Boston.



F. J. MCCARTHY, former Chicago newspaperman and son of a newspaperman, has joined the Chesapeake and Ohio Railway to handle passenger and public relations.

JOHN H. BELFORD, JR., formerly with the Little Rock Chamber of Commerce, has opened his own public relations firm in the Arkansas city.

DOROTHEA MAHLSTEDT, former brand publicity manager for Lever Brothers Company, has been appointed director of women's press and radio relations for the Grocery Manufacturers of America.

ALLEN F. HOBBS, formerly a member of the UP bureau in Honolulu, has joined the PR department of the Hawaiian Sugar Planters' Association as writer-photographer, replacing RICHARD E. JESPERSEN, who is now with North American Aviation, Inc., in Los Angeles, as writer-director in their motion picture department.

FRANCK BAUER, formerly PR adviser to the Paris Fashion Industry (Chambre Syndicale de la Couture Parisienne), has established his own business to be known as Franck Bauer & Associates, with headquarters in Paris.



Committee of the American Petroleum Institute.

A. C. "BILL" ROSE, former director of public relations at Emporia State Teachers College, is now district representative in Kansas and Oklahoma for the Oil Industry Information

A specialized public relations organization to provide a full range of public relations services to corporations and scientific societies in the fields of medicine and all sciences has been formed by PAUL F. ELLIS and DANA P. KELLY, who were formerly with Reuel Estill & Co., Inc. Headquarters will be New York.

Accounts

BERNARD L. LEWIS, INC. has been appointed to handle PR for the National Association of Margarine Manufacturers, Wash.

KROCK-ERWIN ASSOCIATES, INC. has been appointed Washington PR counsel to represent the "Junior Press Conference," ABC-TV college panel show.

BOZELL & JACOBS has been appointed by Vitro Corporation of America, Parker Pharmaceutical Company, Pollard Brothers Manufacturing Company, Texas Gas Transmission Corporation, Robert-Shaw Fulton Control Co., and Vitro Corporation of America.

MARGARET HERBST will direct publicity for the National Junior Vegetable Growers Association and act as consultant for the Roto-Hoe & Sprayer Co. of Newbury, Ohio.

HOWARD G. MAYER and DALE O'BRIEN has been appointed PR counsel by the TV and radio division of Raytheon Manufacturing Co.

HARSHE-ROTMAN, INC., Chicago, has been appointed to conduct a PR program for Portable Electric Tools, Inc., Chicago.

MAURICE FELDMAN has been appointed PR counselor for Adam Scheidt Brewing Company, Norristown, Penn.

WITHERSPOON & RIDINGS, INC., has added two new accounts: Western States Life Insurance Company, Dallas, and Texas International Sulphur Company, Houston.

TECHNICAL PAPERS CONTEST

(Continued from page 12)

in thirty publications. In many instances, the talks and printed articles were picked up also by newspapers for publication in business columns.

Sponsored by Junior Board

TPC is sponsored by the Dravo Junior Board of Directors, comprised of men of junior management status. Five judges, chosen each year, representing all of Dravo's divisions and subsidiaries, select the winners. One important rule is that directors and officers of vice presidential rank or above are excluded from prize participation.

Judges look for several factors. The author's individual effort is important, although literary skill is not stressed. The "prestige angle" is weighed and the medium is important. A paper delivered before a national organization will receive more consideration for an award than for example, a paper delivered before a local or sectional chapter. That applies equally to business papers. And, of course, the organization of material is carefully considered.

Papers merchandised

Once an article is printed or a talk delivered, Dravo "merchandises" the best papers submitted. Reprints are distributed among Dravo personnel, accompanied by "flash bulletins," for distribution in turn among customers and prospects. Articles are sent to prospect lists and often are rewritten in condensed form for the "Dravo Review." With the permission of the business publication in which an article appears, it is submitted for additional publication in related but non-competitive publications. News releases announcing contest results are sent to newspapers and to business papers.

Editors of trade and technical publications have commented favorably about the contest. The material that results is highly acceptable to them because it is written authoritatively by the men on the job. Increasing response from all employee groups is proof of the effectiveness of the combination of money prizes, opportunity for self-expression and prestige offered by TPC.

As for the company, Mr. Collins summarizes it this way:

"We don't expect a customer or prospect to read one of these papers or hear a talk and come running to us to build

a coal barge, a towboat or a power plant. But, by becoming familiar with Dravo through these articles and paper, these prospects will remember us and will be impressed with the idea that it is worthwhile to do business with us.

"The actual payoff in sales may not come for ten years. In the meantime we are building up good public relations and a friendly attitude toward Dravo."

PHILANTHROPIC CAUSES

(Continued from page 11)

sented in the use of its philanthropic gifts. (But corporate giving should not be intended to sway the recipient's policies. There is enough variety of purpose among potential recipients that a corporation can choose one which best satisfies its own aims.)

6. By investigating methods of support which are uniquely related to its own objectives a corporation can initiate new programs or pioneer in new methods of supporting existing projects. Such trail-blazing practices recently have won favorable publicity for Standard Oil Company (Indiana), the Bethlehem Steel Company, and others.

7. The company's public relations staff should always be consulted on donations, for a gift is essentially a public relations factor.

8. A corporation should not hesitate to publicize the role it plays in philanthropy, particularly on the local level. Awareness of corporate donations can be an important employee morale builder and a valuable community relations asset.

Julius Rosenwald, famous for his philanthropies, once said: "I found it nearly always easier to make a million dollars honestly than to dispose of it wisely."

Corporations today are increasingly conscious of their roles as "good citizens." Donating wisely is an important aspect of achieving good corporate citizenship. • •

EDITORIAL DIRECTORY REDUCED

The Galub Publishing Co. has reduced the price of the current edition of *The Editorial Directory* from \$27 to \$12.95. This reduction was made possible by plans to postpone a new edition until 1955 to permit the completion of basic research among foreign publications. The expansion stems from the large number of requests from firms in this country and abroad for coverage of Latin America, Europe and Asia.

Public Relations Men Can Serve Humanity

The opinion-molding skills won new dignity when America's staid Library of Congress added a prize-winning public relations program of the National Fertilizer Association to its historical collection.

The field of public relations is no Johnny-come-lately to history. It's as old as Tutankhamen's tomb but only in the past few decades has it come into its own as a highly developed calling. Today it is acknowledged as an important contribution to human welfare.

Public relations men—like lobbyists—serve a useful purpose in modern society. Both are members of special interest groups but both point out ideas, facts and opinions which might ordinarily escape us in the bustle of 20th century life.

It is when the public relations men get out of hand and resort to deceit and dishonesty and become cheap "Me First" boys that they become a menace. We have had many an example of this brand of press agency in recent years. It was born in the walnut cubicles of a few American advertising agencies during the Jazz Age. It was lovingly perfected and used by governments, social movements, glamor girls, ball players, politicians—and Dr. Goebels.

During the Truman administration, practically every Washington bureaucrat had his own publicist at his elbow to pump perfumed air into personal egos and causes. Even some generals in our own military establishment used press agents disguised as "public information officers."

It was apparently the intention of these propagandists to prevent any person in the nation from having a thought of his own. Fortunately, so many spells cancel each other out and the people begin to get immune.

These techniques are scorned as degrading by the reputable public relations men of America. Their ideals are high and their ammunition is legitimate. In these days of a never-ending battle for men's minds, they can perform a great service to humanity.

—The Florida Times-Union

THE BUSINESS FOUNDING DATE DIRECTORY

Just off the Press!

Over 9000 U. S. firms founded between 1687 and 1915, inclusive. In two sections . . . Alphabetical and Chronological. Of permanent value to those cultivating the anniversary market. Compiled by Etna M. Kelley. The one directory you must have on your reference shelves . . . saves weeks of research time. Detailed circular and samples pages on request. Send \$10.00 for your copy to:

MORGAN & MORGAN, Publishers
High Point Road, Scarsdale, N. Y.

Another
**PRINTERS' INK
IDEA BOOK!**

For promoting better relations with employees, stockholders, dealers, suppliers, communities, civic groups and the general public—

**PUBLIC RELATIONS
IDEA BOOK**

Compiled by *Printers' Ink*
Editors and Contributors

349 pages, \$5.00

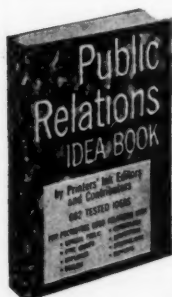
This practical, time-saving reference book describes 692 of the best tested ideas on public relations—selected from the vast reservoir of *Printers' Ink* files.

Now you can find under one cover the most successful public relations methods and devices, illustrated with actual samples and case histories. Outstanding for its practical, how-to-do-it treatment and time saving brevity, this new book runs the gamut of important points that are likely to come up in your public relations work.

The hundreds of ideas and idea stimulators are arranged and classified for easy reference. A twenty-page index facilitates finding the topics of your immediate interest.

These ideas can work for you because their effectiveness has been proved by others. Any one of them may be worth to you many times the cost of the book.

What's your problem-of-the-moment? Name it, then look for answers when the book shown below arrives at your desk.



Mail coupon now for
your 10-day FREE
examination copy

PRINTERS' INK BOOKS
205 East 42nd Street
New York 17, N. Y.

Please send me
my copy of
**PUBLIC RELATIONS
IDEA BOOK**
at \$5.00 per copy
(Add 15¢ sales tax for
New York City orders)

☐ Check Enclosed.

☐ Send Invoice.

☐ 10-day Free Examination.

Name.....

Position.....

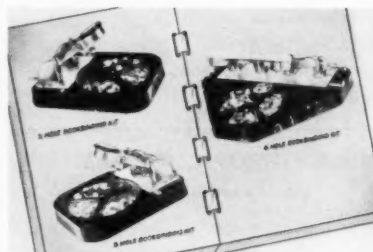
Company.....

St. & No.....

City.....Zone.....State.....

NEWS IN PRODUCTION

BIND YOUR OWN



Inexpensive, hand-operated book binding kits have now been developed to enable everyone to enjoy the attractive beauty and loose-leaf convenience of plastic binding. Offices can save money by using it for presentations, reports, etc. The two, three, or four hole machines will punch up to 15 sheets at a time depending on thickness. (Tauber Plastics, Inc., 200 Hudson Street, New York 13.)

RAPID COPY FITTER

For those who are looking for that elusive formula for copy fitting, here is a fast and highly accurate type casting system that will delight old-timer and student alike. Combining a series of easily read charts and a unique type gauge, with a number of practical problems and their solutions, this system simplifies copy fitting to a fast and precise science. It shows at a glance not only the correct size and face to fit the allotted space, but also many alternate type faces for quick and easy comparison. A total of 355 most widely used type faces, in lower case and caps, are listed and classified alphabetically together with their foundries. (Henry D. Gold, 20 Birch Drive, Merrick, N. Y.)

MAT-O-GRAPH FOR REPRODUCTION

Several years of experimentation to devise a means of economically reproducing a letter in quantity without losing the dignity of the personal letter has resulted in a new technique known as the Mat-O-Graph process. The reproduction looks like an individually typewritten letter with a pen and ink signature, and offers considerable saving, according to its originator, over most reproduced and automatically typed letters. (Mat-O-Graph Company of America, 25 Spruce Street, New York 38.)

MULTIPLE COPIES WITHOUT CARBON

No more smudged papers — no more smudged fingers! Now you can get four handwritten copies simultaneously or seven if you use an electric typewriter without the use of carbon paper with a new process based on chemically treated paper. Copies erase as easily as those made with carbon. Price will be competitive. (National Cash Register Co., Dayton, O.)

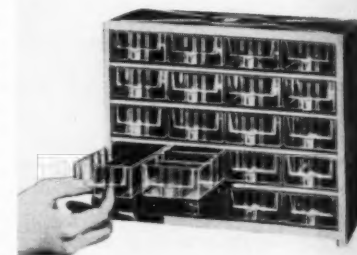
PHOTOGUIDE

Photoguide is the name of a new tool that combines the T-square, triangle, and ruler. An 8½ x 11 inch, ruled transparent piece of Eastman matte acetate, calibrated in either picas or inches, it can be used to check engravers' proofs for size and square, align repro proofs or copy for offset and gravure, measure two sides of ads and proofs, etc. (The John Warner Company, Box 595, Ithaca, N. Y.)

ROLL-A-TALK—THE MODERN AID FOR SPEAKERS

For speakers who must read their talks or at least use extensive notes, the Roll-A-Talk machine seems made to order. The speaker can proceed confidently without the use of any papers within sight of his audience, digress from the text for any reason and instantly find his place when he returns to it. There are no lost pages, misplaced notes, skipped sections, no visible movement. The speech is fanfolded into Roll-A-Talk on a continuous sheet of paper, and the speaker moves it along with a push button. (Roll-A-Talk, Inc., 2237 Book Tower, Detroit 26.)

SEE-THRU CABINETS SOLVE YOUR STORAGE PROBLEMS



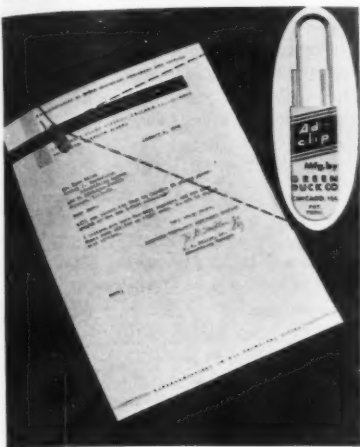
A new addition to a complete line of small parts storage equipment is a unique plastic cabinet for instant identification. Developed to solve small parts filing and storage problems for factories, banks, offices, schools and garages, as well as hobbyists and home workshops, the cabinets are available in numerous combinations of large and small drawers, and steel and plastic drawer combinations. Units range in capacity from eight to 128 drawers. Adjustable drawer dividers and identification labels are included. Over 750 combinations, to suit the user's exact requirements, can be supplied. (General Industrial Co., 5738 N. Elston Ave, Chicago 30.)

PRACTICAL HANDBOOK ON HEADLINE DESIGN

The Kenneth B. Butler "Practical Handbook on Headline Design" is now off the press. This is the second in the series of authoritative, imaginative, and practical texts dealing with the myriad problems frequently facing editors, advertisers, public relations men. The first book in the series dealt with effective illustration. (Butler Typo-Design Research Center, Box 324, Mendota, Ill.)

AUDIO-VISUAL NEWS

PAPER CLIPS THAT ADVERTISE



This unique little advertising medium—a useful standard paper clip with a patented little metal “billboard”—carries colorful messages, slogans or logotypes. Preliminary tests, according to the manufacturer, indicate 100% readership. They are useful in direct mail campaigns by adding gadget interest to the mailing. They can be used to add emphasis to one product or announce a special week, carry a company trademark or publicize a new sales slogan. They continue to work indefinitely because of their natural pass-along value. They are low in cost and available in unlimited striking color combinations. (Green Duck Mfg. Co., 1520 W. Montana, Chicago.)

VISUAL TRAINING COURSE

Rocket Pictures, Inc., 6108 Santa Monica Boulevard, Hollywood 38, California, recently released a series of sound filmstrips in their eight-part visual course “Supervisor Training On Human Relations.” . . . Preview may be obtained without obligation.

NEW TV FILM DISTRIBUTOR

The Public Service Network, Inc., Princeton, New Jersey, is a new company specializing in the circulation of promotion films to TV stations for use in public service programs. The new company offers up to 300 free TV showings per year for suitable promotion films at low handling fees. Scientific audience measurement analysis is a feature of the service.

SHOWMANSHIP IN SAFETY

The National Safety Council has just issued a new book of attention-getting stunts and gimmicks to provide a list for accident prevention programs. “Showmanship in Safety” contains more than 150 ideas for displays, demonstrations, stunts, awards and other interest-arousing devices. The illustrated, paper-bound book sells for \$1.25 to Council members and double that price to non-members. (National Safety Council, 425 N. Michigan Ave., Chicago 11.)

LIFETIME MAGNETIC TAPE

Reeves Soundcraft Corp. has announced that it has developed a magnetic recording tape which it “unconditionally guarantees will never break or curl when used under normal conditions of recording and playback.” Storage is no problem, since it will not shrink, stretch, nor dry out, no matter how dry your house or studio becomes. Under even the most abnormal climatic conditions, neither humidity or temperature will affect it. Its permanence means that universities, libraries, and industry can use magnetic tape on which to store records that must be kept indefinitely. Lifetime Tape is micro polished to assure maximum high-frequency response.

STEREO MAILER-VUE FOR MASS COMMUNICATION

Using the new Stereo Mailer-Vue, sales, PR and advertising personnel can obtain easy and inexpensive distribution of 3-D color slides for mass audiences regardless of geographic location. The new viewer was developed after two years of market and photographic research primarily to meet a firm's need for large quantities of viewers aimed at mass distribution among customers, employees, stockholders, opinion molders and other business publics. Simple and sturdy, it was designed for long wear, quick assembly, and easy mailing. The viewer provides for inter-ocular control which assures everyone comfortable and pleasant 3-D viewing. (Nestor Productions, Inc., 7904 Santa Monica Boulevard, Hollywood 46, Cal.)

MACMILLAN DEVELOPS NEW PROMOTION GIMMICK



The Macmillan Company has developed a new promotion gimmick to increase sales of its popular medicine books. Called “Autoperceptive Therapy,” the promotion material is directed to doctors, who now send their neurotic and psychosomatic cases to the bookstore as well as the druggist. Special forms are provided which the doctor can paste on his prescription form, and the publisher claims the coupons have pulled over 450 per cent more book sales.

AVISCO REACHES CHILDREN THROUGH HOUSE MAGAZINE

Realizing that children make terrific press agents, the American Viscose Corporation sponsors a drawing contest for company children each year in its house magazine. This year 34 winners in the fifth annual Christmas drawing contest won prizes of toys, dolls, basketballs, baseball mitts and painting sets. The contest, which is open to all children under sixteen who have relatives working for the company, drew around 300 entries. Rebecca Shapiro, former art editor of Jack and Jill magazine, was the judge.

1954 BACON'S PUBLICITY CHECKER

Lists 2,850 business papers, farm papers and consumer magazines that use publicity—lists them alphabetically and in 99

market groups—compiled from thousands of publicity release lists—record system included that eliminates card files—shows how to prepare publicity and how to place it—reduces clerical time, eliminates deadwood and improves results.

Price \$6.00. Sent on approval.

BACON'S CLIPPING BUREAU
343 So. Dearborn St., Chicago 4

JOIN THESE ADVERTISERS NOW USING

THE QUILL

American Airlines	Knight Newspapers
American Trucking Industry	Look
Balfour and Company	Louisville Courier-Journal
Broadcasting, Telecasting	Louisville Times
Chicago Daily News	Minneapolis Star and Tribune
Chicago Sun-Times	NBC
Christian Science Monitor	New York Mirror
Collier's	Oil Industry Information Committee
Delta-Chicago & Southern	Santa Fe Railway
Don Clark Publications	Standard Oil Company (New Jersey)
Doubleday & Company	St. Louis Globe-Democrat
Eastern Airlines	Trans World Airways
Eastern Railroad	United States Brewers Foundation
Presidents Conference	Von Hoffman Press
Editor & Publisher	Waldron Press
Electro-Motive Div. (G.M.)	The Wall Street Journal
Encyclopaedia Britannica	WBNS-TV-Columbus
Esso Standard Oil Company	WMAQ-Chicago
Gannett Newspapers	WMT-Cedar Rapids
General Motors	Zenith
Hilton Hotels	
Johns-Manville Corporation	

Write for rate card and information today!
The QUILL, 35 E. Wacker Dr., Chicago 1, Ill.

FOUNDED 1912



PROFESSIONAL DIRECTORY

GARTLEY & ASSOCIATES, Inc.

Financial Public Relations

Counsel and liaison activities between corporate management and investors and financial community opinion leaders (security analysts, investment research staffs, statistical services and the financial press).

68 William Street, New York 5
WHitehall 3-6770

BERTRAND W. HALL & CO.
41 EAST 42ND ST. NEW YORK 17, N. Y.

Specialists in . . .

- Financial Public Relations
- Stockholder Relations
- Corporate Development

OSCAR H. WEST

Public Relations

Business & Industrial Representation

Suite 211 Natl. Press Bldg.
Washington, D. C.

HOMETOWN RADIO—Continued

The mechanics of releasing the tapes to each man's hometown station are simple, and there is no cost. The army foots the bill because it figures the morale factor involved is worth the cost of a few feet of tape. From Korea the tapes are air-lined to the Army Hometown News Center, 610 Hardesty Ave., Kansas City, Missouri. Program directors who can use tapes from men in their listening area can write to that address. The Center serves as distributing agency and acts as censor, but the tapes are censored for military security only.

The army is also fostering a budding television hometown program in the Far East. In this case, local outlets must supply their own film—16 mm. to fit an Auricon sound camera. Film can be sent to the Public Information Officer, Army Forces Far East, APO 343, c/o Postmaster, San Francisco. Attach a list of towns in your listing area which you want covered.

KETCHUM, INC.

Public Relations Counsellors
To Corporations and Associations
Since 1919

Pittsburgh - New York

Samuel A. Montague

at your service . . .

for

- Publicity
 - Photography
 - Public Relations
- in MEXICO

PUBLIC RELATIONS REPRESENTATIONS
INTERNATIONAL, S. A. REFORMA. 1,
MEXICO, D. F. PHONE 18-65-15

New Scientific Method For Supervising Employees

To increase productivity of American industry and business, a new scientific method of supervising employees is being presented this year to foremen, department managers and other supervisors throughout the United States and Canada.

The new method, which transforms the psychology book into a practical, on-the-job tool for producing maximum productive effort, will be introduced at a series of two-day "How To Work With People" Conferences to be held in 25 cities in the United States and Canada, by Kelly-Read & Co., Rochester, personnel development specialists.

The new human relations technique is based on psychology's well-founded "need concept" which holds that all human behavior is determined by a person's needs or urges. The success of this approach was demonstrated recently, according to the personnel specialists firm, by a three-year test at General Motors Continental Division where not a single day of production time was lost because of labor difficulty.

Coming events in PR

March 10-12, 1954—AAIE Convention, Hotel Roanoke.

March 22-27, 1954—8th Annual Short Course for Industrial Editors, Oklahoma A and M College, Stillwater.

March 25, 1954—San Francisco Bay Area PR Conference, Stanford Campus.

April 21, 1954—Tulane-New Orleans Chapter Conference, New Orleans.

April 22, 1954—Houston Chapter Forum, Houston.

April 23-24, 1954—PRSA Spring Board of Directors Meeting, Houston.

April 26, 1954—New Mexico PR Conference, Albuquerque.

April 27, 1954—Southern California-USC PR Conference, Los Angeles.

May 4, 1954—Ohio Chapter's Annual Workshop, Toledo.

October 14, 1954—St. Louis Chapter Fourth Regional PR Conference, St. Louis.

October 15-16, 1954—PRSA Fall Board of Directors Meeting, St. Louis.

November 29-30, December 1, 1954—7th Annual National PR Conference, Roosevelt Hotel, New York.

1955—8th Annual National PR Conference, Los Angeles.

PR growing Rapidly

Readily measurable evidences indicate that U. S. business and institutional organizations acknowledged a greater value in professional public relations practice in 1953 than at any previous time, according to the report written by Dale O'Brien for the 1954 Encyclopaedia Britannica Book of the Year. The Report further indicates that greater use was made of programs of internal communication in major corporations . . . that management is recognizing the pivotal role played by foremen and supervisors in company communications programs . . . that employee publications are a major medium for the interpretation of company policies and economic structures . . . that employee meetings showed a particularly noteworthy upswing. There was also increased use of plant tours, institutional advertising, and audio-visual media. More PR personnel are being elevated to top level positions and a higher value is being placed on PR in academic circles. A provisional committee is also working on the establishment of an international public relations association.

Mr. O'Brien is a partner in the Chicago firm of Howard G. Mayer and Dale O'Brien and a director of the Public Relations Management Corporation for the Britannica's 1954 Book of the Year.

parens*

This is a column about things that interest PR people. Some important, some whimsical, some of passing interest, some of significance. The writer's blasts and kudos are not necessarily those of the JOURNAL Publications Board.

parens

CLICHE CONFERENCE: "Let's accept the challenge." "Play it by ear for awhile." "Then pinpoint it." "Hammer out a program." "Spell it out." "Keep it basic." "In terms of myself, of course." "Then we're away winging." "By the end of the year we'll be home safe."

parens

PET PEEVES DEPT.: PR job applicants who send carbon copies of experience on résumés. PR firms that send their releases the same way. Who got the original—the AP or The Times?

parens

MAIL BAG MUSTS: Annual report of Boston's Museum of Science and Report of the Chancellor, New York University; "The Industrial Editor's Place in Business," Socony-Vacuum's Elmer Applegit, speaking at Michigan State College; Reuter & Bragdon's brochures, "Financial Public Relations," and "Management Shareholder Communication;" General Foods' new quarterly communication for stockholders, "Item," carries a couponed recipe "kitchen dividend" on the third cover; "Retirement Is What You Make It," Thompson Products, Inc.; "The Day Trade Stopped," United Fruit Report's hypothetical and provocative picture story in English and Spanish.

parens

SPEECHES: Texas and Pacific Railway's W. C. Vollmer—"The Development of Good Public Relations;" General Motors' Paul Garrett, speaking at Whitman College—"If I Had Your Chance;" Hill & Knowlton's John Hill—"The Role of Public Relations in Industry;" National Cotton Council's Ed Lipscomb—"Pocketbook Politics."

parens

"PUBLIC RELATIONS STRATEGY" is the name of one of the best PR talks we've read. It was given in January by Walter Megronigle before the St. Louis Executive Forum. Bedrock stuff, told with simple clarity and directness. Easy to grasp, good examples. (PR Division, Ketchum, Inc., Pittsburgh).

parens

NOVEL IDEA for a press party invitation was originated recently by Don Cullimore, PR director of Johnson Motors. "Not a 'press party' by most commercial standards we consider this an opportunity to say 'howdy.' We'll have the new Electric 25 on hand, we'll show the movie to you who can't stay, and we'll help you ignore any publicity material present. Corn likker and soda crackers for your refreshments."

Best Campaign Yet

At a recent luncheon meeting the national Advisory Committee on Public Relations of Community Chests and Councils of America and the United Defense Fund heard CCC-UDF PR director Henry Weber announce that the 1953 united community campaigns had the most successful year of their history with more than \$280,000,000 raised in 1700 communities. These funds will be used during 1954 by some 18,500 local and national health, welfare, recreation and defense agencies.

BOOK REVIEW *Continued*

workers studied took no advantage of the company's recreational program and failed to participate in it.

Supervisors seem to fall into two classes, those who delegate responsibility and those who hold tight reins. Employee reactions to both types form an interesting part of the study.

The survey is worth while for those determined to advance company production, reduce labor turnover and make certain why women work. For the study is mostly of women workers.

GOOD WHISKY
CREATES GOOD
IMPRESSIONS

That's why
so many people
are now serving

OLD
HICKORY
STRAIGHT BOURBON WHISKY



Full
6 years
old

The EXTRA YEARS enhance
the great Bourbon Taste

86 PROOF • OLD HICKORY DISTILLING CORPORATION, PHILADELPHIA, PENNSYLVANIA

THE HOPPER

N Y U Seeks Help In Management Course

As far as we know, we are the only school that is aiming to offer a course of the fundamental business management decisions affecting the company's relationship with the various important groups which affect the over-all operating success of the business. We, of course, will discuss the principles and techniques of company organization as they apply to the conduct of company relations. But the actual context of a course of that kind is still very much undecided.

We need a great deal of help from the practical public relations men in the field and feel justified in asking for it on the basis that we hope to make the job of the top man in public relations easier by helping to train his assistants to think of these problems from management point of view.

What special case histories can they offer? What text suggestions do they have? Will any of them be available for guest lectures on specific problems? (Please remember that our courses are held at 5:30 and 7:25 in the evening and the guest lecturer would be for one to one and a half hours.)

HECTOR LAZO

*Professor of Marketing
New York University
Graduate School of Business Administration
90 Trinity Place
New York 6, New York*

(Can readers help?—Editor)

PR in Near and Far East

I have written several articles for publication on public relations development in the Near East and Far East. I am interested in receiving PR data relating to these areas, as well as Africa and Australia. Could American PR people help me with any published material or reports of development of American programs in these areas, or original data emanating from the areas themselves?

L. SMILDE

*Counselor
Ministry of Economic Affairs
Bezuidenhoutseweg 72
The Hague, The Netherlands*

(Can readers help?—Editor)

PR for West Germany

I have just completed a tour of the United States studying business and trade developments and conditions for reporting to news media of Western Germany. I would be grateful for any published material on American public relations programs—house magazines, pamphlets, brochures, PR speeches, annual reports, etc. Would your readers place me on their mailing lists? Thank you.

WILLIAM KOERBET

*Springe (Hannover)
Friedrichstr. 40*

(Can readers help?—Editor)

Key Executives and Associations

I believe that all of us PRSA members—whether we are association or corporation men—should acquaint our key executives with the objectives of and developments concerning organizations like PRSA and ATAE. This seems only fair because our participation in the activities of these associations takes time and money from our own organization. I have also found that one can secure the best cooperation in his "outside" activities of this type if he gives a clear picture to his associate officers of what his participation in these activities means to his association.

CLARK BELDEN

*The New England Gas Association
10 Newbury Street
Boston 16, Massachusetts*

Bouquet for Journal

I think you deserve great credit for your prestige and service building for the PRSA. The JOURNAL is one of the few magazines on my "required" reading list, and it is more and more evident that a little "chest swelling" by PRSA members is justified.

DONALD C. BOLLES

*National Council of the Churches
of Christ in the U. S. A.
297 Fourth Avenue
New York 10, N. Y.*

The U.N. Story

Please allow me to express appreciation for the article on the United Nations and public opinion which appeared in the December issue of the PUBLIC RELATIONS JOURNAL. The story gave a good summary of the report prepared by a committee of the Conference Group of U. S. National Organizations on the United Nations which has done some special work on this problem. We have been pleased and encouraged by the interest shown by a number of your members.

WESLEY F. RENNIE

*Committee for Economic Development
444 Madison Avenue
New York 22, New York*

CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" \$1.00 per line, 5-line minimum; "Help Wanted" \$2.00 per line, 5-line minimum. Payable in advance. (Deadline for copy is the 10th of month preceding date of publication.)

Positions Wanted

CREATIVE and effective. Solid experience includes reporting, oil writing, magazine publication, university PR director, two years regional executive for industry-wide PR program. Can speak, write, edit, organize. Age 30. Box E-3.

PUBLIC RELATIONS — Contacts, public speaking, publicity writing. Planned and conducted a public information program for 10 years, using all media. Presented technical subjects from the woman's point of view. BA in economics and English. Grad. work in public administration. Box C-3.

2 IMPORTANT ADDITIONS TO YOUR PR ARMAMENT

A COMPREHENSIVE ANNIVERSARY OBSERVATION CHECKLIST

"Something everyone needs and would like to have at his elbow," writes one authority. Contains all available public material and ideas on subject, plus more data gathered through extensive research. Unique in its field. . . . \$5.00

THE C.I.O., COMMUNISM AND FREE ENTERPRISE

A 3130 page, cross-indexed, documentary survey covering all phases of the American economy. Spiral bound in six volumes. "Should be in the office of all Personnel or Labor Relations Directors," writes the president of an internationally-known company. \$50.00

JOHN YEZBAK & COMPANY
3214 PROSPECT AVE. CLEVELAND 15, O.

Common and Preferred DIVIDEND NOTICE

February 1, 1954

The Board of Directors of the Company has declared the following quarterly dividends, all payable on March 1, 1954, to stockholders of record at the close of business February 11, 1954:

Security	Amount per Share
Preferred Stock, 5.50% First Preferred Series	\$1.37½
Preferred Stock, 4.75% Convertible Series	\$1.18¾
Preferred Stock, 4.50% Convertible Series	\$1.12½
Common Stock	\$0.25

W. J. Harrison
Secretary

TEXAS EASTERN Transmission Corporation
SHREVEPORT LOUISIANA



... if they don't have THEIR OWN COPY OF THE PUBLIC RELATIONS JOURNAL

NOW you can provide a continuous program to "pre-sell" your key executives and associates on public relations programs . . . and also help young people who want to get into public relations work.

HOW?

By entering a subscription to the expanded PUBLIC RELATIONS JOURNAL for them. You'll be

pleasantly surprised how reading successful public relations case histories month after month will make your key executives more receptive to sound public relations thinking . . . how it can help young people to really understand public relations functions in our economy.

**PUT EXTRA
COPIES OF
THIS BUSINESS
TOOL . . .**

**TO WORK
FOR YOU**

It is easy to be sure that each of your key executives and people on the way down have their own copy of PUBLIC RELATIONS JOURNAL each month. Just fill in the handy coupon or check a list and we will mail it out. We'll be glad to mail you or your firm if it is more convenient.

AN ATTRACTIVE CARD will be sent to announce your gift.

PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. PRJ-3-54
SEND THE PUBLIC RELATIONS JOURNAL TO:

NAME _____
FIRM _____
TITLE _____
STREET ADDRESS _____
CITY _____ P.O. ZONE _____ STATE _____

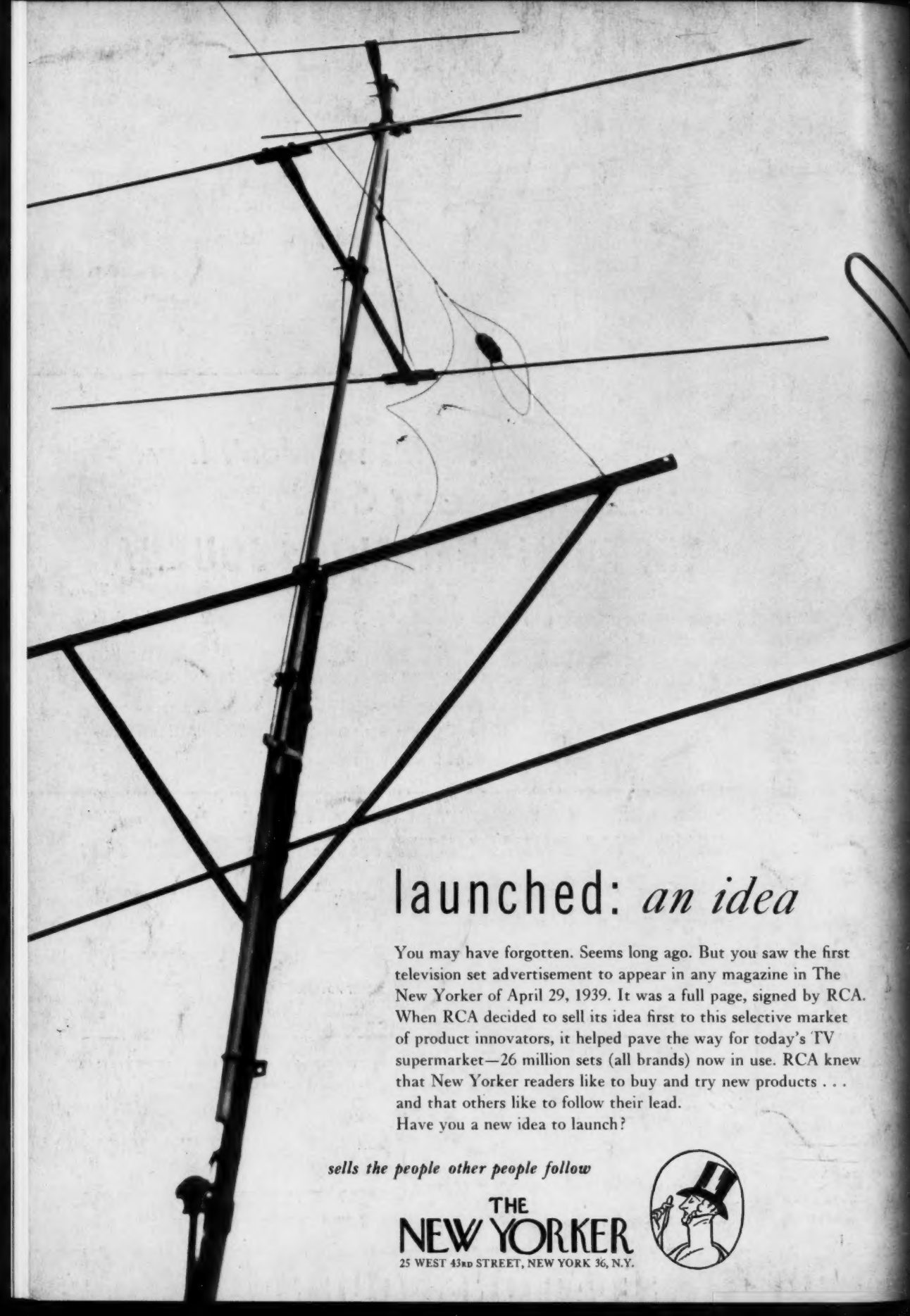
NAME _____
FIRM _____
TITLE _____
STREET ADDRESS _____
CITY _____ P.O. ZONE _____ STATE _____

NAME _____
FIRM _____
TITLE _____
STREET ADDRESS _____
CITY _____ P.O. ZONE _____ STATE _____

PLEASE ENTER SUBSCRIPTIONS FOR:
☐ ONE YEAR at \$7.50 each ☐ TWO YEARS at \$13.00 each—SAVES YOU \$2.00
☐ I enclose \$ _____
☐ Please send bill to ☐ Me ☐ My firm

MY NAME _____
FIRM _____
TITLE _____
STREET ADDRESS _____
CITY _____ P.O. ZONE _____ STATE _____

Mail To: PUBLIC RELATIONS JOURNAL 2 WEST 46TH STREET NEW YORK 36 N. Y.



launched: *an idea*

You may have forgotten. Seems long ago. But you saw the first television set advertisement to appear in any magazine in The New Yorker of April 29, 1939. It was a full page, signed by RCA. When RCA decided to sell its idea first to this selective market of product innovators, it helped pave the way for today's TV supermarket—26 million sets (all brands) now in use. RCA knew that New Yorker readers like to buy and try new products . . . and that others like to follow their lead. Have you a new idea to launch?

sells the people other people follow

THE
NEW YORKER
25 WEST 43RD STREET, NEW YORK 36, N.Y.



